

Sustainability statement

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Together we create a safe and liveable world

Sustainability is fundamental to Fugro's purpose and strategy. We are uniquely positioned to support our clients with the energy transition, infrastructure investments, and urgently needed climate change mitigation and adaptation solutions by providing project critical Geo-data insights into the built and natural environment.

We aim to create value for our stakeholders and society through our services. We are committed to being a good employer and responsible company. Our approach to sustainability focuses on creating positive impact while minimising any adverse effects on people and the planet across our operations, supply chain, and client projects.

In this sustainability statement we explain how Fugro contributes to creating a safe and liveable world, and addresses potential and actual impacts related to environmental, social and governance related topics.

Environment



Fugro enables the energy transition to renewable energy and provides climate change adaptation solutions like flood and coastal protection. Fugro operates vessels, vehicles and other assets that today still largely run on fossil fuels, which impacts the environment and contributes to climate change. We have an ambitious decarbonisation roadmap to mitigate these impacts, for example through the further build-out of our uncrewed surface vessels.

Social

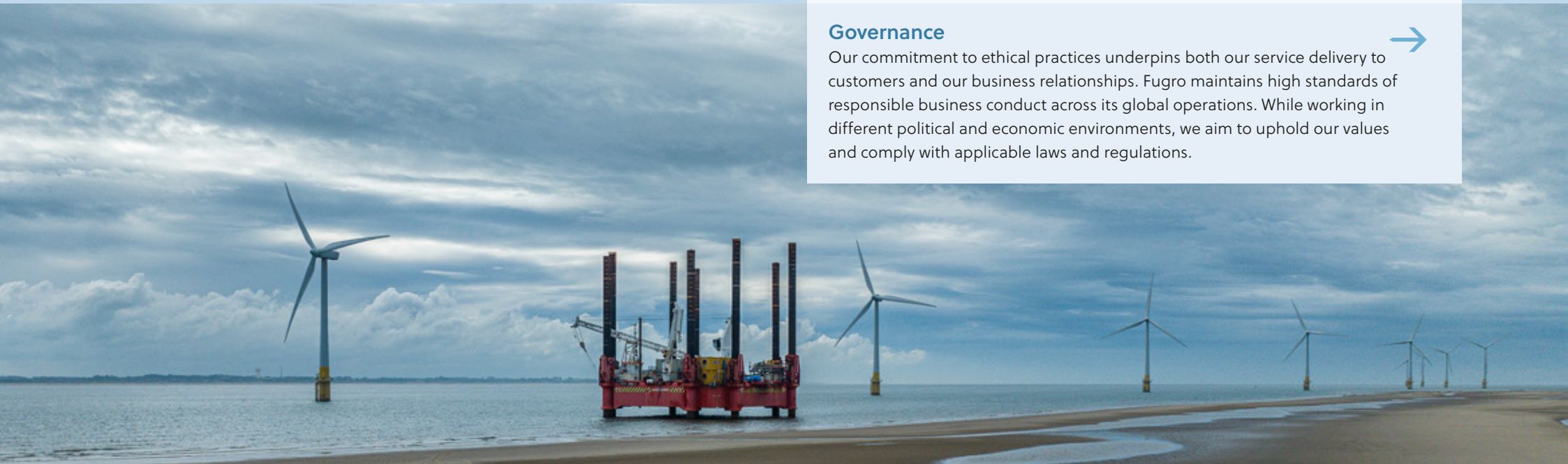


Fugro's success in delivering high quality solutions is determined by the commitment of its highly skilled people and Fugro's ability to attract, develop and retain talent. It is our priority to provide a safe and diverse workplace where people can develop their talents and excel. Our commitment extends beyond our own workforce to our value chain and communities. In alignment with the UN Guiding Principles on Business and Human Rights, we aim to protect and respect human rights throughout our operations and business relationships.

Governance



Our commitment to ethical practices underpins both our service delivery to customers and our business relationships. Fugro maintains high standards of responsible business conduct across its global operations. While working in different political and economic environments, we aim to uphold our values and comply with applicable laws and regulations.



General disclosures

General basis for preparation of sustainability statement

Consolidation scope

The sustainability statement is an integral part of the board report and has been prepared in accordance with the Corporate Sustainability Reporting Directive (CSRD) and the European Sustainability Reporting Standards (ESRS) as adopted by the European Commission. It covers the activities of Fugro N.V. and its subsidiaries for the period from 1 January to 31 December 2024. The consolidation scope is the same as for the financial statements. Greenhouse gas emissions are reported for both the consolidated accounting group and the unconsolidated subsidiaries and joint ventures under operational control. For entities under operational control, 100% of GHG emissions are included irrespective of percentage ownership.

Upstream and downstream value chain

Fugro unlocks insights from Geo-data for its clients in the renewables, oil and gas, infrastructure and water markets. Main client types in these markets are international and national energy companies, governments, contractors, large international corporations, design and engineering firms, and (public) service companies.

Fugro has a large supplier base across the large number of countries where Fugro is active. For more information on Fugro's main categories of suppliers and its relationship with these suppliers, please refer to chapter Workers in the value chain and responsible supply chain.

The sustainability statement includes the following disclosures on Fugro's upstream and downstream value chain:

- Fugro's responsibility for health, safety and security of sub-contractor workers on operational sites controlled by Fugro. Refer to paragraph Health, safety, and security in chapter Own workforce, and chapter Workers in the value chain and responsible supply chain.
- Fugro's responsibility towards respecting human rights, the environment and ethical business practices in relation to selecting, engaging and collaborating with suppliers, with specific attention to labour practices, health and safety, greenhouse gas emissions, anti-bribery and corruption. Refer to chapter Workers in the value chain and responsible supply chain.
- Fugro's approach to ESG due diligence of clients and projects. Refer to chapter Biodiversity and ecosystems, and chapter Affected communities.

Statement on due diligence: cross-referencing table

Core elements of due diligence	Chapter	Paragraphs
Embedding due diligence in governance, strategy and business model	Own workforce	Policies related to own workforce
	Workers in the value chain and responsible supply chain	Policies related to responsible supply chain and workers in the value chain
Engaging with affected stakeholders in all key steps of the due diligence	General disclosures	Interests and views of stakeholders
	Own workforce	Processes for engaging with own workers and workers' representatives about impacts
	Business conduct	Speak Up procedure (Process to remediate negative impacts and channels for own workers / workers in the value chain / affected communities / business relationships to raise concerns)
Identifying and assessing adverse impacts	General disclosures	Materiality assessment process
	Climate change	Greenhouse gas emission profile
	Biodiversity and ecosystems	Biodiversity impact drivers
	Workers in the value chain and responsible supply chain	Potential impacts on workers in the value chain
	Affected communities	Environmental & social impacts from clients and projects
	Business conduct	Speak Up procedure
Taking actions to address those adverse impacts	Climate change	Transition plan
	Own workforce	Health, safety and security
	Biodiversity and ecosystems	Biodiversity impact drivers
	Workers in the value chain and responsible supply chain	Management of relationships with suppliers
	Business conduct	Business conduct policies and corporate culture Prevention and detection of corruption or bribery Compliance monitoring
Tracking the effectiveness of these efforts and communicating	Climate change	Greenhouse gas emission profile
	Own workforce	Health, safety and security (safety performance) Processes for engaging with own workers and workers' representatives about impacts (employee engagement survey) Adequate wages (living wage assessment) Gender pay gap
	Workers in the value chain and responsible supply chain	Management of relationships with suppliers (Supplier due diligence process)

Incorporation by reference

Disclosure requirements GOV-1 and GOV-2 are included in section Leadership & governance. GOV-3 is included in the Remuneration report. Strategy, business model and value chain disclosures (SBM-1) are covered in chapters Profile and Strategy. References to the relevant paragraphs can be found in the ESRS disclosure requirements reference table on page 94.

The ESG accounting disclosures in the annex of the sustainability statement include other disclosures in relation to specific circumstances (BP-2), risk management and internal controls over sustainability reporting (GOV-5), significant uncertainties affecting quantitative metrics, and ESG metric definitions.

Interests and views of stakeholders

Fugro greatly values engagement with its stakeholders and actively seeks their opinions and ideas through regular discussions and consultation regarding for example our client solutions, business performance and role in society. A good understanding of affected stakeholders, their legitimate interests and expectations helps us to better manage the opportunities and risks that could impact our ability to create value in the long term.

Stakeholders who are most relevant to our success, and most likely to be impacted by our activities, are clients, employees, shareholders and lenders, suppliers, local communities, universities, governments, regulatory authorities, non-governmental organisations and industry organisations.

Stakeholder engagement

	How we engaged in 2024	Examples of topics discussed	Impact on Fugro's strategy and policies
Clients	Client facing personnel engage with clients at all levels: key account management with senior leadership involvement, technical advice, proposal reviews and project management, client surveys, innovation co-development, business development and ESG alignment.	Project performance and client satisfaction, HSSE, market trends and expectations, long-term relationship management, new technology and innovation in line with clients' strategic objectives including their carbon reduction roadmaps and social impacts.	Client feedback, from a range of sources including questionnaires (NPS) or interviews with individual key clients, is continuously addressed to improve Fugro's solutions and strategies. Client views are taken on board in Fugro's strategy development including Fugro's net-zero roadmap (including remote and autonomous solutions), and shared biodiversity ambitions.
Employees	Twice a year, we conduct engagement surveys. To share information and invite employees to share their thoughts, local management organises town hall meetings, in addition to groupwide webinars on topics such as mental health and diversity. In various countries, management regularly meets with works councils.	Work environment, safety, wellbeing and work-life balance; rewards; culture and values; Speak Up procedure; diversity, equity & inclusion; training and development; attraction of new employees in geotechnical and geophysical roles.	Engagement enables management to prioritise the topics that impact employees' well-being and their personal and professional development. Fugro strives to be a responsible employer, in alignment with employees' personal values.
Investors	CEO, CFO, Director Investor Relations and occasionally Director Sustainability regularly engage with investors and other financial market participants, via results presentations and webcasts, group meetings and one-on-one meetings and calls.	Operational and financial performance; outlook for Fugro's markets; strategy and related mid-term targets; ESG performance, targets, relevant roadmaps, and ratings; capital allocation.	Investor feedback is regularly discussed with the Executive Leadership Team and Supervisory Board. It is taken on board in the development of Fugro's strategy, ESG roadmap, capital allocation and (reporting) policies.
Suppliers	Fugro's global procurement team has regular meetings with suppliers; local procurement teams maintain contact with other suppliers.	Innovation; cost optimisation opportunities; Fugro's purchasing terms and conditions, Fugro's supplier and partner code of business principles; legal compliance and compliance with Fugro's procedures; ESG due diligence; EU's upcoming Corporate Sustainability Due Diligence Directive.	Engagement is vital for joint development of innovations, and for a responsible supply chain. This ambition is being formalised with a phased implementation of risk-based supply chain due diligence tools & processes which started in 2024, covering key topics such as human rights and carbon emissions.
Society	Fugro undertakes joint R&D activities with universities and institutes; is Patron of the UN Global Compact Ocean Stewardship Coalition and an active supporter of the UN Ocean Decade and Seabed 2030; engages with various industry organisations, NGOs, cities and municipalities, targeting positive contributions to the communities in which we live and operate.	ESG due diligence and requirements in the value chain; ocean science and conservation; climate change mitigation and adaptation challenges and solutions; mobilisation of the private sector for societal challenges. Also refer to chapter Affected communities and paragraph Political influence and lobbying activities in chapter Business conduct.	Fugro is committed to the further development of its sustainability targets and roadmaps, its contribution to various ocean science initiatives, partnerships to set and roll out industry standards, sponsoring and other support of local community events.

To ensure a regular and meaningful engagement with these stakeholders, the board has adopted a stakeholder engagement policy and a policy on bilateral contacts with investors and analysts, to ensure effective (internal and external) stakeholder engagement.

The key topics of the engagement with our stakeholders referenced in the table above are reported by the responsible managers and discussed within the Executive Leadership Team and Supervisory Board. In addition, Fugro strives to further improve, extend and deepen its relationships with NGOs, IGOs, universities and research institutes. Fugro's Public Affairs Manager has periodic meetings with the CEO, General Counsel and Director Brand & Communications to discuss Fugro's response to relevant societal developments.

Materiality assessment process

In 2023, to prepare for the CSRD and identify the relevant reporting standards, Fugro conducted a double materiality assessment encompassing the impact of the company on people and the planet ('impact materiality') as well as risks and opportunities arising from sustainability and other matters ('financial materiality'). The assessment was supported by a sustainability consultant and the outcome of each step was validated by Fugro's ESG reporting steering committee consisting of representatives from the sustainability, finance, and investor relations departments, and by Director Internal Audit.

The assessment started with desk research of potentially relevant ESG topics based on Fugro’s strategy, international standards and frameworks, sector trends, topics reported by peers and partners, and a media analysis. From the resulting longlist of topics, a shortlist was created and mapped to Fugro’s value chain to identify where (potential) impacts could occur: Fugro’s own operations, upstream (suppliers) and/or downstream (clients and projects).

For each potentially material topic, one or two internal subject matter experts were interviewed following a prescribed format in order to understand the related impacts, risks and opportunities. One of the interviewees was an environmental expert who advocated for nature as a silent stakeholder. All interviewees were asked to score the likelihood and severity (the latter based on scale, scope and irremediability) of potential impacts; the so-called inside-out perspective. These scores were used to prioritise impacts and determine their materiality. For the identified risks and opportunities

(outside-in perspective), interviewees were asked to score the size of potential financial effects and the likelihood. The resulting overview of impacts, risks and opportunities was reviewed and subsequently approved by the ESG reporting steering committee. The connections between impacts, risks and opportunities (IRO) were considered and are reflected in the IRO table at the beginning of each chapter.

In addition, stakeholders were asked to complete an online survey to gain insight in their perception of the relevance of the topics. The following stakeholder groups were invited to participate: clients, employees, suppliers, shareholders, investor associations, banks, analysts, international organisations including NGOs and knowledge institutes, Fugro management and members of Fugro’s Supervisory Board.

The survey included questions on impact materiality, and additional questions on financial materiality for management, members of the Supervisory Board and financial



stakeholders. With a response rate of close to 30% and a good distribution among most stakeholder groups, the survey can be considered as representative. Some stakeholder groups, in particular shareholders and international organisations, were underrepresented in the survey responses. However, based on regular engagement with these stakeholders, the respective internal representatives confirmed the completeness of the material topics.

The scores from the interviews and the survey were combined in an impact materiality score and a financial materiality score for each topic. All shortlisted topics were found to be material, except for circular economy, as Fugro is a service company without industrial production facilities. For the same reason, Fugro does not generate significant waste, nor does it utilise significant water resources. As a result, ESRS E2 Pollution, E3 Water and marine resources, and E5 Resource use and circular economy, are not considered material topics for Fugro. Fugro’s (potential) impacts on marine habitats from vessel

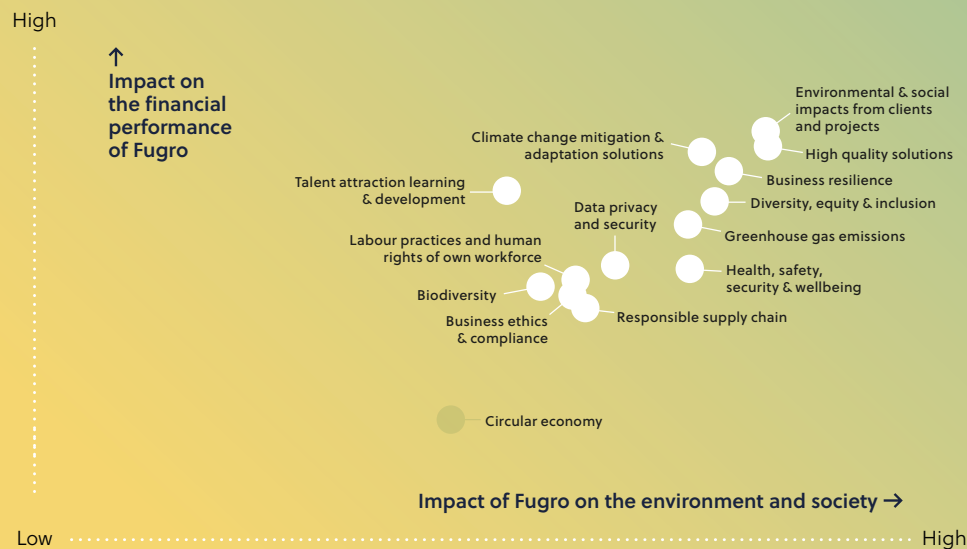
operations and its contributions to ocean health through knowledge building and partnerships are disclosed in chapter Biodiversity and ecosystems.

The outcome was validated in separate sessions with the CEO, CFO and the Executive Leadership Team, and thereafter presented to the audit committee and the full Supervisory Board. Overall, it is well aligned with previous materiality assessments and has provided input for Fugro’s strategy Towards Full Potential.

Materiality assessment update 2024

In 2024, Fugro assessed whether there were any changes or additions to the impacts, risks and opportunities (IROs) recognised as material in 2023, and to align Fugro’s ESG management focus. Interviews were held with account managers and internal representatives of key stakeholders, following a predetermined format. Interviewees were asked about any newly identified impacts, risks, or opportunities in their business

Double materiality matrix



	Material topic	Reference to chapter
ESRS topics	Climate change mitigation & adaptation solutions	Climate change
	Greenhouse gas emissions	Climate change
	Biodiversity	Biodiversity and ecosystems
	Health, safety, security & wellbeing	Own workforce
	Labour practices and human rights of own workforce	Own workforce
	Diversity, equity & inclusion	Own workforce
	Talent attraction learning & development	Own workforce
Fugro-specific topics	Responsible supply chain	Workers in the value chain and responsible supply chain
	Environmental & social impacts from clients and projects	Affected communities Biodiversity and ecosystems
	Business ethics & compliance	Business conduct
	Data privacy and security	Business conduct
Fugro-specific topics	Business resilience	Strategy - Towards Full Potential strategy Strategy - Strategy implementation Financial performance - Financial results 2024 Financial performance - 2027 guidance and targets
	High quality solutions	Strategy - High quality solutions

fields and whether significant changes had occurred in Fugro's activities or ways of working. No material changes in the organisational structure or operations were identified. Moreover, the prioritisation of ESG risks, as any other types of risks, is informed by scoring impact and likelihood in annual risk assessments in keeping with Fugro's risk management framework.

Fugro recognises the heightened geo-political risks compared to 2023. Otherwise, the assessment confirmed the outcomes of the elaborate double materiality assessment conducted in 2023 and did not result in changes in material topics and related impacts, risks and opportunities. Fugro intends to re-assess its material impacts, risks and opportunities again in 2025.

Fugro-specific material topics Business resilience and High quality solutions are not sustainability-related matters and are therefore not part of the sustainability statement.

Minimum disclosure requirements on policies, actions, metrics and targets

The policies, actions, metrics and targets adopted to manage material sustainability matters are described in the topical chapters. Metrics and targets relate to the worldwide Fugro group, unless stated otherwise. Metrics are not validated by an external body other than the assurance provider. Targets have been developed by internal experts and are approved by the Board of Management. External stakeholders have not been involved in target setting. Progress on targets is evaluated every quarter as an integral part of the management cycle.



DEVELOPING A SAFE AND LIVEABLE WORLD

Site characterisation surveys for offshore wind farm in Japan

Over the past years, Fugro has expanded its presence in the offshore wind market to the Asia Pacific region. A notable example is the 2024 site characterisation campaign off the west coast of Japan, near Murakami and Tainai.

Fugro's Geo-data will contribute to the detailed design of future turbine foundations and cable routes. The fieldwork commenced in May 2024 in a multi-disciplinary effort involving geophysical and geotechnical surveys and near-shore work related to two so-called export cables onshore.

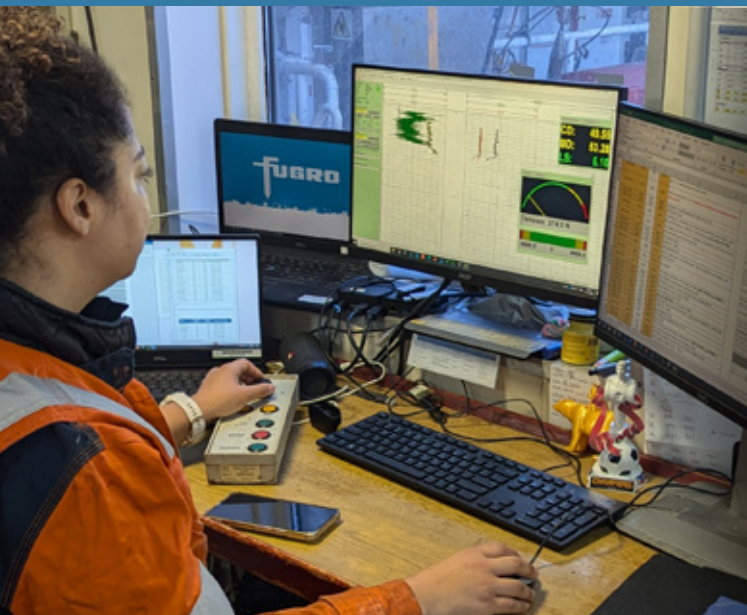
The project's success was achieved through seamless cooperation between Fugro colleagues in Japan, Malaysia, Hong Kong, Australia, and Singapore. Throughout the eight months of fieldwork, we incurred zero health and safety incidents.



We are honoured to be involved in this project for RWE, Mitsui & Co., and Osaka Gas, which is part of Japan's goal to be carbon neutral by 2050. It provides a prime example of our consistent service delivery with our unwavering high HSE performance mindset, and outstanding collaboration between all stakeholders throughout the project lifecycle.

Shalu Shajahan

Regional business line director marine site characterisation



Environment

Fugro’s solutions positively contribute to climate change mitigation and adaptation, and help our clients manage their biodiversity impacts.

To deliver our services, Fugro operates vessels, vehicles and other assets on fossil fuels, which impact the environment and contribute to climate change. We have an ambitious decarbonisation roadmap to mitigate these impacts.

Climate change →

- Physical and transition risks that arise from climate change
- Fugro’s climate change mitigation and adaptation solutions
- Greenhouse gas emission profile
- Fugro’s reduction targets and decarbonisation plan

Biodiversity and ecosystems →

- Managing biodiversity impact drivers
- Fugro’s biodiversity impact assessment solutions
- Contributing to ocean health via knowledge sharing and partnerships

Go to EU Taxonomy →



Climate change

Companies play an important role in the required reduction of global greenhouse gas (GHG) emissions to prevent further global warming and its devastating effects on nature and people. Fugro’s Geo-data services contribute to the energy transition and climate change adaptation solutions. Yet, Fugro’s operations cause GHG emissions, mainly due to the fuel consumption of vessels and, to a lesser extent, the other assets used for geo-data collection, and to emissions from suppliers in Fugro’s upstream value chain.

This chapter starts with Fugro relevant and material climate-related risks and opportunities, followed by Fugro’s GHG emission profile, Fugro’s science-based GHG emission reduction targets and transition plan to achieve these targets.

Climate change

Material topics	Policy	Value chain	IRO	Description of impact / risk / opportunity	Term	Key performance indicators
Greenhouse gas emissions	Transition plan	Own operation, Upstream	–	Fugro’s activities cause GHG emissions from own operations (scope 1 & 2) and from suppliers (scope 3), which contribute to global warming.	S/M/L	Vessel CO₂ intensity reduction owned vessels (vs 2020) (in %)
			€	Climate change-induced extreme weather events could lead to cancellation or delay of projects, thus resulting in potential financial risk.	S/M/L	Absolute GHG emissions scope 1 (ktCO₂e)
			€	Potential financial risk if Fugro invests too early in technology that is not yet mature, not yet marketable, or development of the green methanol supply chain is too slow for our needs.	S/M/L	
			€	Potential regulatory risks from new standards and regulations, such as the EU fit-for-55 package including EU ETS.	M/L	
			– €	Fugro provides services to clients operating in the oil and gas industry, which negatively impacts the environment as use of fossil fuels is the key driver behind climate change. This over time may present a reputational and revenue risk as the world is transitioning away from oil and gas.	S/M/L	
Climate change mitigation & adaptation solutions	Part of strategy Towards Full Potential	Own operation, Downstream	+ €	Strategic and financial opportunities for Fugro offering climate change mitigation and adaptation solutions by growing existing and new markets.	S/M/L	Revenue from renewables (in EUR million)

Climate-related risks and opportunities

In 2020, Fugro conducted an initial, qualitative assessment of physical risks, transition risks and opportunities from climate change based on the Task Force on Climate-related Financial Disclosures (TCFD) framework. In 2024, the outcomes of this assessment were reassessed by Fugro’s ESG reporting steering committee and were found to be in line with the results from the double materiality assessment.

In assessing the effects of physical risks on Fugro’s assets and business activities, both acute and chronic risks in the value chain have been considered, for the short, medium and long term. The acute physical risk of climate change, such as storms and wildfires, on Fugro’s assets is considered to be limited because its high value assets are vessels which can be adapted (or rerouted) to minimise these risks. However, Fugro’s business activities are exposed to acute physical risks as extreme weather events could lead to cancellation or delay of projects, thus resulting in potential financial risk. At the same time, the impacts from chronic physical changes such as coastal erosion and sea level rise bring business opportunities for Fugro as Geo-data will play a critical role to help our clients in managing these challenges. The effects of chronic physical changes on Fugro’s offices and facilities are not considered material.

In addition, Fugro evaluated transition risks from technology, market, reputation, policy and legal perspectives. Climate change transition risks are mainly tied to how well Fugro’s business model is adapting to a lower carbon economy and to generating sufficient cash flows to finance the necessary investments in the decarbonisation of its fleet and other equipment to meet its emission reduction targets and to align with existing and new regulations. Potential financial effects of transition risk primarily relate to investments in technology that is not mature nor marketable yet, or development of the green methanol fuel supply chain is too slow for the market’s needs.

While Fugro provides services in support of oil and gas and mining activities, Fugro is not itself involved in exploration, mining extraction, distribution, refining or manufacturing of fuels or materials. Therefore, any exclusion from EU Paris aligned benchmarks is not relevant to Fugro. Nevertheless, providing services to clients in the oil and gas industry might over time present a reputational risk and eventually negatively affect Fugro’s access to finance if investors move away from these markets.

Fugro recognises potential regulatory challenges from new regulations aimed at climate change mitigation, such as the EU fit-for-55 package including the Emission Trading System. Although Fugro welcomes climate regulation there is uncertainty as to new

market rules and their effects. Furthermore, for a global player like Fugro, it is especially important that various local laws and regulations do not get in the way of a level playing field.

Fugro is already shifting its business model towards a low-carbon economy, with solutions that facilitate the energy transition and address climate change mitigation and adaptation. Fugro has a solid foundation with its diversification across regions, markets and business lines. The current market outlook, including the decarbonisation targets set by clients and expectations of other stakeholders, create significant opportunities for Fugro to manage a successful transition.

Fugro intends to conduct a climate change scenario, covering a high emission scenario and a 1.5 degree aligned scenario, and resilience analysis in 2025 to gain further insights in its climate-related risks and opportunities.

Climate change mitigation & adaptation solutions

With its leading market positions, decades of experience and focus on client challenges, Fugro is uniquely positioned to leverage its Geo-data services to contribute to the energy transition, infrastructure development and climate change adaptation solutions. The TCFD framework review confirmed that climate change mitigation and adaptation present business opportunities for Fugro in its existing business, by expanding into new market segments, and providing low emission services to meet clients’ challenges.

With its Towards Full Potential strategy, Fugro targets further growth in relevant, future proof markets, in particular offshore wind and other renewable energy sources, ocean science, coastal protection and flood control. These markets are served with the same asset base as the traditional energy market. In 2024, revenue from renewables amounted to EUR 863 million, and by 2027, Fugro aims to grow this to at least EUR 1 billion. Revenues from renewables, infrastructure and water markets combined amounted to 63% of total revenues (2023: 62%). Refer to note 7.1 of the consolidated financial statements for the disaggregation of revenue by market segment.

Greenhouse gas emissions

Greenhouse gas emission profile

In 2024, 86% of Fugro’s combined scope 1 and 2 emissions (36% of total GHG emissions) originates from its vessels (both owned and chartered). Other scope 1 emissions are caused by fuel consumption of cone penetration testing and other trucks, vehicles, geotechnical drilling rigs, and other assets such as nearshore jack-up platforms.

Scope 2 emissions (2% of total GHG emissions) largely originate from electricity consumption of Fugro’s offices, laboratories and other facilities. Fugro’s scope 3 GHG emissions (58% of total GHG emissions) only relate to upstream emissions which includes emissions from production of purchased goods and services, capital goods, employee commuting, and business travel. Since Fugro sells data insights and almost no physical goods, downstream scope 3 emissions are not applicable. Therefore, the other categories under scope 3 defined by the GHG protocol are not applicable.

The total scope 1 and 2 emissions in 2024 were in line with 2023. The increase of scope 3 emissions in 2024 mainly resulted from capital expenditures in vessels and building activities for a new head office. The new head office has won a prestigious, international award for sustainable building design, thereby contributing to lower future scope 1 and 2 emissions.

In 2024, Fugro’s GHG emissions intensity covering scope 1, 2 and 3 was 0.23 tCO₂eq / EUR 1,000 revenue (2023: 0.23), both when calculating based on location- and market-based scope 2 emissions.

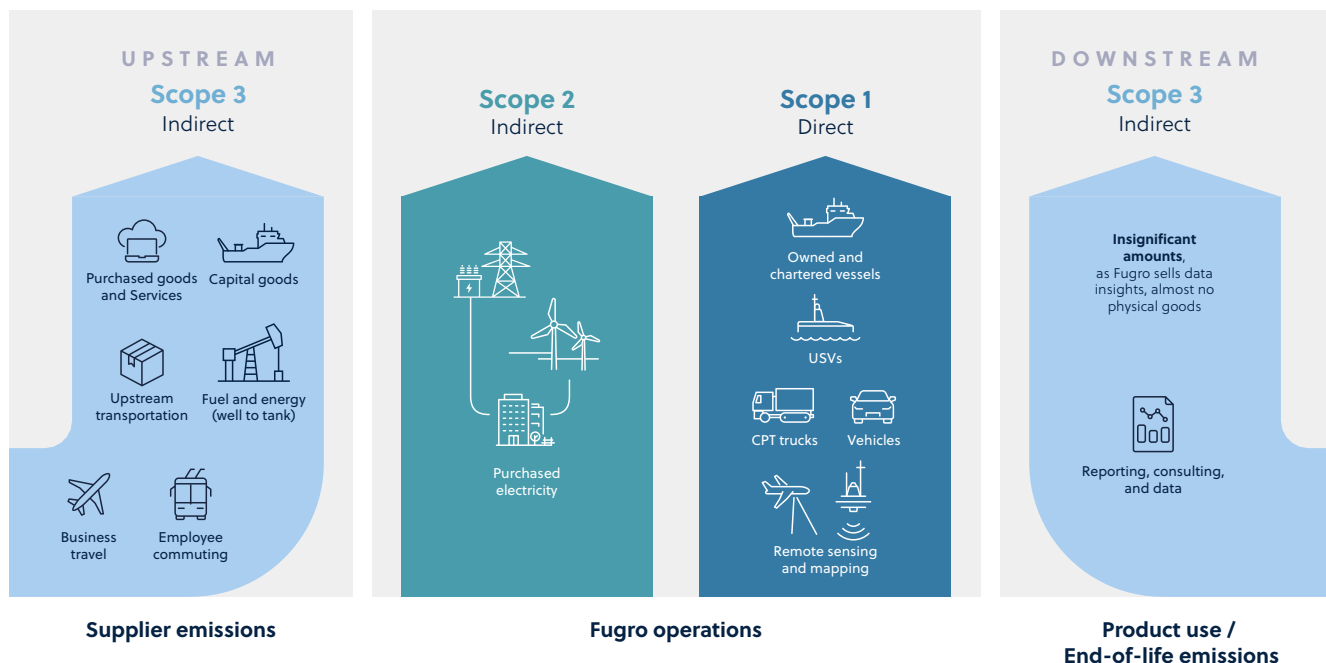
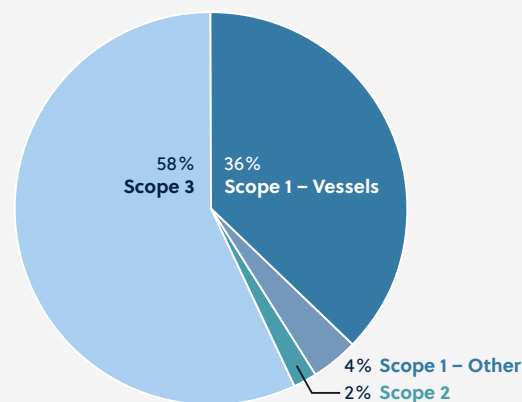
GHG emission intensity per revenue	2022	2023	2024
Total GHG emissions ¹ (location-based) per revenue ² (tCO ₂ eq / EUR 1,000)	0.26	0.23	0.23
Total GHG emissions (market-based) per revenue (tCO ₂ eq / EUR 1,000)	0.26	0.23	0.23

1 Total GHG emissions from table GHG emission profile in this chapter.

2 Revenue from the consolidated statement of comprehensive income in the financial statements.



Greenhouse gas emissions 2024 by scope



GHG emission profile and science-based targets

In ktCO ₂ eq	Base Year (2022)	2023	Retrospective		Milestones & Target Years			
			2024	2024 vs 2023 %	2025	2030	2033	2050
Scope 1 GHG emissions								
Owned vessels	102	108	109	1%				
Chartered vessels	82	80	81	1%				
Other assets (vehicles, CPT trucks, geotechnical drill rigs, barges, small aircrafts)	25	22	20	-9%				
Gross Scope 1 GHG emissions from the consolidated accounting group	209	210	210	0%			54.6% (scope 1 & 2)	90%
Scope 1 GHG emissions from unconsolidated joint ventures under operational control	1	1	1	5%				
<i>Percentage of Scope 1 GHG emissions from regulated emission trading schemes (%)</i>	0%	0%	0%					
Scope 2 GHG emissions								
Gross location-based Scope 2 GHG emissions	12	12	13	8%				
Gross market-based Scope 2 GHG emissions	8	8	9	13%	80%	100%	100%	100%
<i>Scope 2 GHG emissions from unconsolidated joint ventures under operational control</i>	0.05	0.03	0.04	33%				
Scope 3 GHG emissions								
1 Purchased goods and services	114	119	133	12%				
2 Capital goods	12	36	56	56%				
3 Fuel and energy-related activities (not included in Scope 1 or 2)	54	50	51	2%			54.6%	
4 Upstream transportation and distribution	12	10	14	40%				
5 Waste generated in operations	1	1	1	0%				
6 Business travel	28	45	36	-20%				
7 Employee commuting	10	11	11	0%				
8 Upstream leased assets	-	-	-					
9 Downstream transportation	-	-	-					
10 Processing of sold products	-	-	-					
11 Use of sold products	-	-	-					
12 End-of-life treatment of sold products	-	-	-					
13 Downstream leased assets	-	-	-					
14 Franchises	-	-	-					
15 Investments	5	4	3	-25%				
Gross Scope 3 GHG emissions	236	276	305	11%				90%
Total GHG emissions (Location-based)	458	499	529	6%				
Total GHG emissions (Market-based)	454	495	525	6%				90%

Greenhouse gas emission reduction targets

Science-based targets

Early 2024, Fugro’s near- and long-term science-based emissions reduction targets were validated by the Science Based Targets initiative (SBTi). Science-based targets provide organisations with a clearly defined path to reduce emissions in line with the Paris Agreement goals and are aligned with the latest scientific consensus to limit global warming to 1.5°C above pre-industrial levels.

Under Fugro’s validated science-based targets, Fugro commits to:

- reducing absolute scope 1 and 2 GHG emissions 54.6% by 2033 compared to 2022 base year to 99 ktCO₂eq. Note that Fugro focuses on its validated science-based targets and therefore did not set an additional target for 2030 as prescribed by ESRS E1-4 34d.
- increasing annual sourcing of renewable electricity from 47% in 2022 to 80% by 2025 and to 100% by 2030.
- reducing absolute scope 3 GHG emissions from fuel- and energy related activities by 54.6% by 2033 compared to 2022 (base year) to 25 ktCO₂eq.
- 60% of its suppliers by spend (covering purchased goods and services, capital goods, upstream transportation and distribution, waste generated in operations,

and business travel) having science-based methodology aligned emission reduction targets by 2028 based on a best effort approach.

- reducing its absolute scope 1, 2 and 3 GHG emissions at least 90% by 2050 compared to 2022 (base year) using the market-based approach to 45 ktCO₂eq. Fugro aims to offset the remaining GHG emissions by carbon removals in accordance with SBTi guidance.

Fugro’s 2035 net-zero target on scope 1&2

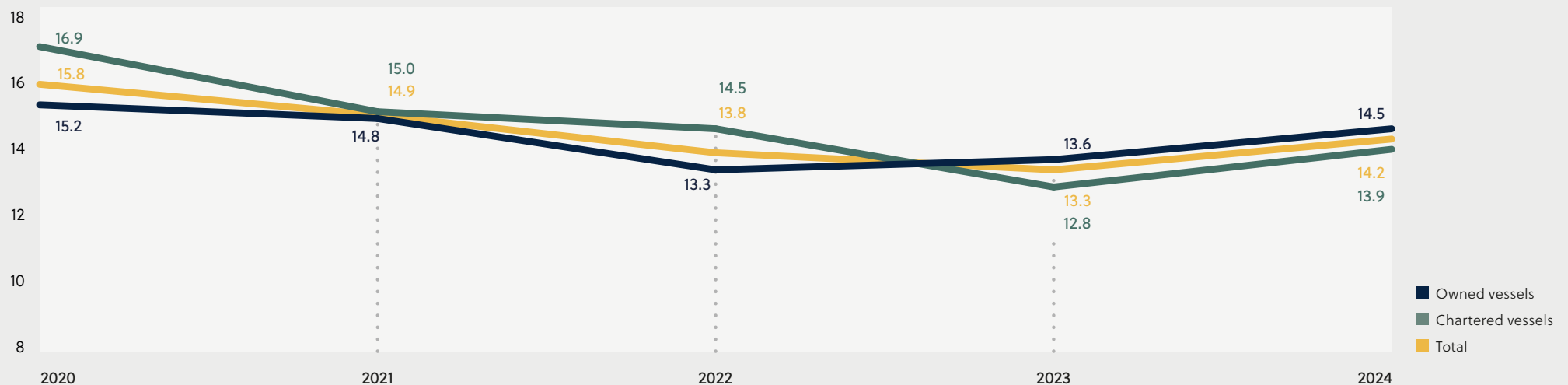
Since 2021, Fugro has been committed to become net-zero by 2035 covering all direct and indirect emissions from its operations (scope 1 and 2). Fugro aims to offset the remaining scope 1 and 2 GHG emissions, to a maximum of 10% of 2022 emissions, by carbon removals to reach net-zero by 2035.

Fugro’s targets on vessel emission intensity

Since 86% of Fugro’s combined scope 1 and 2 emissions are from vessels (both owned and chartered), Fugro has set intermediate targets to support its business operations and ongoing evolution towards asset-lighter and low carbon solutions. Fugro aims to lower emission intensity per operational day of owned and chartered vessels by 20% in 2025 and for owned vessels by 25% in 2027, both compared to 2020.

Vessel CO₂ emission intensity

(tCO₂ per operational day)



In 2024, vessel emissions per operational day were 10% (2023: 16%) lower compared to 2020 (base year). The increase in vessel emission intensity compared to 2023 can be explained by relatively more utilisation of large geotechnical vessels and relatively lower utilisation of smaller geophysical vessels. Paragraph Transition plan explains Fugro's continuous efforts to reduce GHG emissions from vessels.

**Transition plan - Fugro's roadmap towards 2035 net-zero on scope 1 and 2
Decarbonisation levers and actions**

Fugro's 2035 net-zero roadmap aims to reduce the environmental impact of its own operations. Since 86% of Fugro's combined scope 1 and 2 GHG emissions are from vessels (both owned and chartered), transforming the group's vessel fleet to lower-carbon operations is essential and requires significant multi-year investments. Fugro's net-zero marine operations programme is headed by a steering committee which reports directly to the Board of Management, consisting of senior management, fleet management and sustainability.

Fugro's transition plan for reducing scope 1 and 2 emissions comprises the following decarbonisation levers:

1. Uncrewed surface vessels and remote operations
2. Propulsion system change and battery hybrid system
3. Efficiency measures
4. Alternative fuels: methanol vessel conversions and biofuel as a transition fuel
5. Reducing emissions from third-party chartered vessels
6. Electrification of vehicles & equipment
7. Sourcing renewable electricity

1. Uncrewed surface vessels and remote operations

Fugro is a frontrunner in the development and utilisation of uncrewed surface vessels (USVs), operated from remote operations centres. Data-acquisition via USVs, operated from remote operations centres, is approximately 90% less carbon-intensive than traditional vessel operations. Currently, Fugro operates 9 USVs for medium- to large-scale hydrographic survey and asset inspection applications.

Fugro continues to invest in expansion of its fleet through the development of larger and more capable USVs with longer endurance. These USVs are equipped with a larger electronic remotely operated vehicle (eROV) with deep water capability and multiple sensors for seabed mapping.

It is assumed that beyond 2028, growth in the company's marine site characterisation and asset integrity revenue will be supported by USVs with short-term chartered vessels filling the gaps.

2. Propulsion system change and battery hybrid system

The adaptation of the propulsion system and drive train and installation of a hybrid system of two geotechnical vessels have been prepared in 2024 and are scheduled to be finalised in 2025. Fugro is dependent on timely delivery of the technology by an external supplier to be able to meet these timelines.

The installation of a hybrid system is expected to improve efficiency by 15%. The hybrid system will enable the vessel to operate on two engines on high load instead of four engines on low load. The propulsion change is expected to improve efficiency by 20% based on experience with similar vessels in Fugro's own fleet that have the planned propulsion configuration.

3. Efficiency measures

Efficiency measures such as route optimisation, economic speed modelling, led lighting, and reflective deck paintings are contributing to reduced energy needs of Fugro's traditional vessels and thus lower GHG emissions. Fugro has detailed ship energy efficiency management plans (SEEMP) in place for each vessel, which are reviewed and updated annually. Future efficiency improvements will be realised by enhanced hull performance monitoring and using shore power in port. Efficiency measures are assumed to reduce emissions of non-converted vessels by 10% by 2035.

4. Alternative fuels: methanol vessel conversions and biofuel as a transition fuel

Another major focus area is the conversion of vessels to operate on the low-carbon fuel green methanol, which requires significant investments. Currently, only a few low-carbon alternatives to marine diesel are available, of which green methanol is considered the most viable option for large-scale introduction. A successful transition depends on the further development of technology and infrastructure in the entire shipping industry, as well as the future worldwide availability of this fuel. Fugro is leading a consortium of the Dutch maritime sector aimed at developing engine technology, ship design and safety procedures for methanol as a low-carbon shipping fuel.

In 2024, after an extensive engineering and design process, Fugro Pioneer went into drydock for the first phase of its engine conversion, with the actual delivery and installation of the methanol capable engines expected in the first quarter of 2025. Planning and engineering for the methanol conversion of a second survey vessel in 2026 is ongoing.

Due to the current low global supply of green methanol and the high cost involved, a blend of grey and green methanol is assumed in the GHG emission forecast. This blend starts with 100% grey methanol, changing gradually to 100% availability of green methanol by 2035. Green methanol is assumed to reduce GHG emissions by 94% compared to marine gas oil (MGO). During the transition, grey methanol is assumed to lead to 10% higher GHG emissions compared to MGO.

While the production of green methanol is being developed, responsibly sourced and certified hydrotreated vegetable oil (HVO, a type of biofuel) is an alternative low emission fuel. In 2024, Fugro started developing an approach to structural commercial offering of HVO biodiesel. In the GHG emission forecast, biofuel is assumed to be available as a transition fuel for owned and chartered vessels, as well as other assets. Biofuel is assumed to reduce GHG emissions by 80-99% compared to MGO.

5. Reducing emissions from third-party chartered vessels

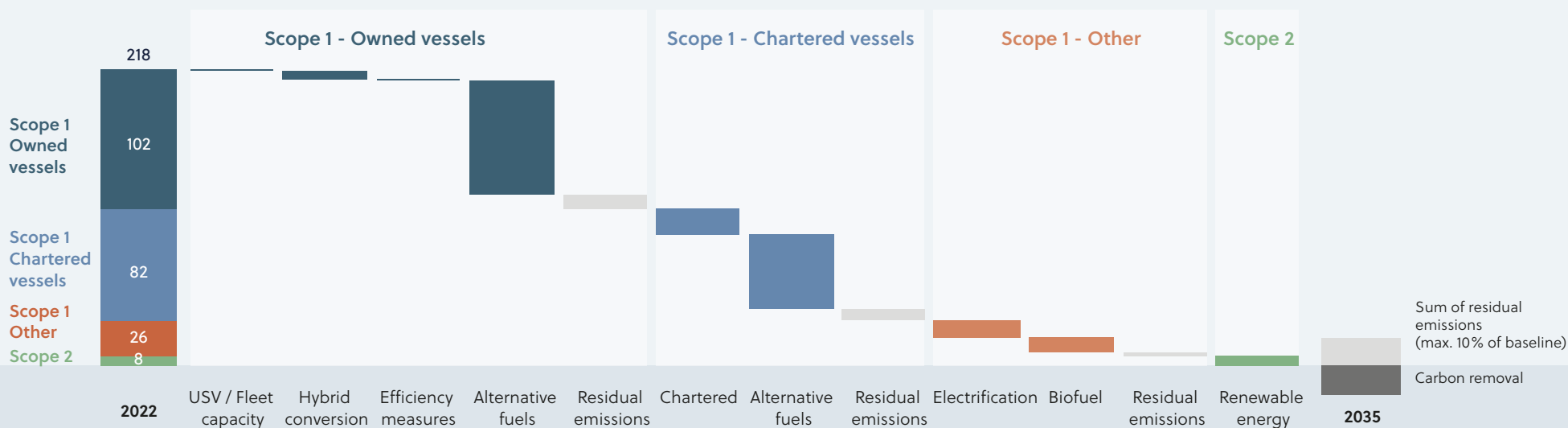
Fugro is actively engaging with key vessel suppliers to seek long-term engagement and collaboration in order to align their emissions reduction targets and roadmap with Fugro’s ambitious decarbonisation roadmap. Fugro’s GHG emission forecast assumes a gradual decrease in emissions of chartered third-party vessels, as third-party vessel owners are expected to implement energy efficiency measures and transition to alternate fuels to meet IMO and EU carbon reduction targets. The 2023 International Maritime Organization (IMO) GHG Strategy envisages a reduction in carbon intensity of international shipping by at least 40% by 2030 compared to 2008. The IMO further requires shipping companies to reduce the total annual GHG emissions by at least 20% by 2030 compared to 2008. In addition, Fugro aims to introduce more stringent third-party vessel vetting for operational efficiency. The CO₂ index used for this purpose has been improved in 2024.

6. Electrification of vehicles & equipment

Fugro is investing in the switch to electric vehicles, but also in the electrification of land site investigation equipment. For example, in 2024, the fully electric Deep Drive® was introduced, with a more detailed decarbonisation roadmap for the land business to be developed in 2025. It is assumed that 50% of Fugro’s land assets will be electrified by 2035.

Scope 1 and 2 GHG emission reduction forecast by decarbonisation lever 2022 - 2035

(ktCO₂eq)



7. Sourcing renewable electricity

Fugro targets an increase in renewable energy sourcing through rooftop solar panels and switching to renewable energy contracts. In 2024, Fugro purchased 34% bundled renewable energy certificates (RECs) and 10% unbundled RECs. In combination with 2% electricity from self-generated renewable energy from solar panels on the Mumbai, Singapore and Belgium offices, this resulted in a total of 46% of electricity consumption from renewable energy sources. In the region Europe-Africa, 91% of all electricity consumed was renewable, in the Americas this was 49%. Asia Pacific and Middle East still prove to be more challenging due to a low share of renewable energy in the national grid's electricity mix and local regulations that restrict the amount of self-generated renewable energy.

Resources allocated

Implementation of the transition plan requires significant investments. For information on relevant capital expenditure, refer to paragraph Capex in chapter EU Taxonomy. For information on future capital expenditure, refer to paragraph 2027 guidance and targets in chapter Financial performance.

Related operating expenditure may be affected over time by higher prices for biofuels and green methanol compared to traditional fuel prices.

Scope 1 and 2 GHG emission reduction forecast by decarbonisation lever 2022 - 2035

For a better understanding of Fugro's 2035 net-zero roadmap, Fugro has modelled the potential impact of the seven emission reduction levers. The chart shows the modelled net effect of future business growth, the shift from scope 1 to scope 2 through electrification and other decarbonisation measures. The model includes a detailed estimate of fleet composition following expected market trends and business needs. The forecast implies that after implementation of Fugro's transition plan, there are still residual emissions in 2035, which will be mitigated by carbon removal.

The projection of the emission reduction by decarbonisation lever reflects current insights and planned measures. Due to uncertainties such as future regulation, market developments including client acceptance, availability and affordability of alternative fuels, the actual reduction path could be different.

Future GHG emissions that are likely to be caused by a company's key assets within their operating lifetime are referred to as locked-in emissions. Fugro's locked-in emissions relate to its assets (vessels, geotechnical drilling rigs, CPT trucks) that could have a lifespan

beyond the net-zero target date of 2035. The residual emissions from modelling show that Fugro's locked-in emissions are limited. Biofuel is intended to be used for the one vessel with a lifespan beyond 2035 that is not planned to be converted to run on methanol.

Applicability of EU Emission Trading System (ETS)

In 2023, the EU decided to include shipping in its EU Emission Trading System (ETS) as part of the 'Fit for 55' package. The 'Fit for 55' package is designed to realise the European Climate Law objectives: climate neutrality by 2050 and a 55% reduction of net GHG emissions by 2030, compared with 1990 levels. This means that from 2024, ships above 5,000 gross tonnage (GT) transporting cargo or passengers in Europe need to buy emission allowances for their CO₂ emissions. Offshore vessels will only be included in the EU-ETS as from 2027. For Fugro, currently only one vessel (Fugro Synergy) falls within this category. In 2026, the European Commission is expected to review whether smaller general cargo and offshore vessels between 400 GT and 5,000 GT will also be included in the ETS, which would affect other Fugro vessels.

Progress on scope 3

With the supplier engagement target, on best effort basis, Fugro commits that by 2028, 60% of its suppliers by spend (covering purchased goods and services, capital goods, upstream transportation and distribution, waste generated in operations, and business travel) will have science-based methodology aligned emission reduction targets. This is a first step for these suppliers to reduce their emissions in the near and long term in line with the Paris Agreement, contributing to Fugro's target to reduce absolute scope 3 emissions 90% by 2050 compared to 2022. In 2024, Fugro started a phased implementation of enhanced supplier due diligence and tooling, which facilitates active engagement with suppliers on their reduction targets (refer to chapter Workers in the value chain & responsible supply chain). Fugro intends to encourage suppliers to set science-based targets and include the supplier's approach to GHG emission reduction in the supplier selection process. An initial screening of Fugro's supplier base compared to the SBTi database has shown that at the end of 2024 around 7.1% of suppliers by spend have formally committed to or have validated science-based emission reduction targets.

Additionally, Fugro aims to decrease its absolute scope 3 GHG emissions from fuel- and energy related activities by 54.6% by 2033 compared to 2022 (base year), amongst others through efficiency improvements and a transition to alternative fuels.

Energy consumption & mix

In 2024, the total energy consumption from Fugro’s own operations was 838,047 MWh, of which 98% from fossil sources; the remaining percentage relates to renewable sources and limited consumption from nuclear sources. Approximately 87% of fossil energy consumption is from marine gas oil (MGO) consumed by owned and chartered vessels, jack-up platforms, geotechnical drill rigs and other nearshore assets.

Energy consumption & mix

	2022	2023	2024
(1) Fuel consumption from coal and coal products (MWh)	-	-	-
(2) Fuel consumption from crude oil and petroleum products (MWh)	772,985	770,247	773,930
(3) Fuel consumption from natural gas (MWh)	5,992	5,750	4,842
(4) Fuel consumption from other fossil sources (MWh)	-	-	-
(5) Consumption of purchased or acquired electricity, heat, steam, and cooling from fossil sources (MWh)	44,176	38,854	38,426
(6) Total fossil energy consumption (MWh) (calculated as the sum of lines 1 to 5)	823,153	814,851	817,198
Share of fossil sources in total energy consumption (%)	98%	98%	98%
(7) Consumption from nuclear sources (MWh)	1,764	1,676	1,628
Share of consumption from nuclear sources in total energy consumption (%)	0.2%	0.2%	0.2%
(8) Fuel consumption for renewable sources, including biomass (also comprising industrial and municipal waste of biologic origin, biogas, renewable hydrogen, etc.) (MWh)	2,048	274	4,825
(9) Consumption of purchased or acquired electricity, heat, steam, and cooling from renewable sources (MWh)	14,625	14,818	13,810
(10) The consumption of self-generated non-fuel renewable energy (MWh)	-	492	586
(11) Total renewable energy consumption (MWh) (calculated as the sum of lines 8 to 10)	16,673	15,584	19,221
Share of renewable sources in total energy consumption (%)	2%	2%	2%
Total energy consumption (MWh) (calculated as the sum of lines 6, 7, and 11)	841,590	832,111	838,047

Note: includes non-consolidated joint ventures, contributing <1% to the total energy consumption.

Biodiversity and ecosystems

Worldwide, biodiversity is threatened by an unprecedented loss caused by human activity. Biodiversity decline is widely recognised as a crisis threatening human survival, requiring urgent action. Climate change and biodiversity loss are impacted by common drivers and reinforce one another.

During the double materiality assessment process, Fugro considered its impacts on, and risks and opportunities from, biodiversity. Fugro is a Geo-data service company: its land use is limited to offices and geotechnical laboratories, and it has no specific biodiversity dependencies. Fugro conducted impact and risk assessments with internal environment experts to determine Fugro’s material impacts on biodiversity and the risks

from biodiversity decline to the company. Physical or systemic risks from biodiversity decline are not considered material to Fugro. While these risks do exist, they do not have any greater impact on Fugro than on any other organisation.

Fugro’s impacts on biodiversity relate mainly to the operation of its vessels and equipment on project sites. Apart from implementing its ambitious net-zero emission reduction plans, Fugro is taking action to minimise these impacts, especially in the marine environment, by addressing the potential transfer of invasive species and looking at the impacts of underwater noise. The protection of biodiversity is primarily an opportunity for Fugro, as its data services provide clients with insights to manage their impacts on biodiversity. Fugro actively contributes to building knowledge about the oceans and counts several marine biologists among its staff.

Biodiversity and ecosystems

Material topics	Policy	Value chain	IRO	Description of impact / risk / opportunity	Term	Key performance indicators
Biodiversity	Biodiversity policy	Own operation	+	Fugro actively supports knowledge institutes with data on ocean science including biodiversity. For instance, Fugro supports UN Decade of Ocean Science for Sustainable Development 2021-2030.	S/M/L	<p>Owned vessels that comply with IMO Ballast water management convention D-2 (in %) 100 by 2024</p>
			-	Potential short duration negative impacts on marine life because of the noise pollution and vibration generated from Fugro's operation.		
		-	Potential negative impacts on the environment and biodiversity by introducing invasive species to the region / area where Fugro has projects.			
		Own operation, Downstream	+ €	Opportunities to increase revenues from providing clients with the information to assess their (potential) impact on biodiversity in an area. With this information clients can monitor and minimise the negative impacts on biodiversity of their project.	S/M/L	<p>Owned vessels with biofouling management plan (in %) 93 by 2024</p>
		Downstream	-	Potential negative impacts on biodiversity from clients' infrastructure development or clients' operations.	S/M/L	

+ Positive impact - Negative impact € Financial opportunity € Financial risk

S: Short M: Medium L: Long

■ 2024 ■ 2023 ■ Target

Biodiversity policy

Fugro’s biodiversity policy describes Fugro’s commitment to minimise negative impacts on biodiversity from our operations, to avoid negative impacts in the value chain, and to maximise positive contributions through our client solutions and through building knowledge and partnerships. Fugro’s approach to biodiversity protection is to include biodiversity risk into the environmental management of our operations and during project acceptance and planning, also considering biodiversity impacts in the downstream value chain. As part of the policy, Fugro aims to avoid the degradation of ‘protected areas and critical habitats’ which include UNESCO World Heritage Sites and IUCN (International Union for Conservation of Nature) protected areas. The policy acknowledges that biodiversity loss can have social consequences for the communities who depend on the ecosystem for their livelihoods. Our Geo-data solutions support our clients by providing the necessary information they require to make informed decisions on biodiversity. The Fleet Global Director and the Regional Group Directors share the ultimate responsibility for the implementation of Fugro’s biodiversity policy.

Fugro’s biodiversity policy was developed with internal environmental experts and takes into account insights from industry associations and discussions with clients, as well as evolving standards and legislation. The policy is available on www.fugro.com and referenced as needed in internal and external information and publications.

Biodiversity impact drivers from own operations

Fugro’s impacts on biodiversity in particular relate to the operation of vessels, vehicles for transportation and equipment on project sites. The main biodiversity impact drivers of Fugro’s operations are threefold:

1. emissions of greenhouse gases (refer to section Greenhouse gas emissions)
2. underwater noise pollution from geotechnical drilling and survey operations
3. potential negative impacts of transporting species between different habitats, most prevalent in marine operations.

Fugro’s approach to these impact drivers helps to contribute to sustainable ocean practices, as illustrated in the following sections.

Underwater noise pollution

Anthropogenic underwater noise is recognised for having a range of negative effects on marine life. Underwater noise pollution is produced by Fugro’s operations: shallow seismic surveys, geotechnical drilling to obtain soil samples, vessel engines, jack-up platforms, and unexploded ordnance (UXO) clearance. Underwater noise pollution

from geotechnical drilling and UXO clearance is local and of short duration. Vessel engines and jack-up platforms produce a more continuous sound contributing to the cumulative sound exposure of life below water. No metrics or targets were set due to incompleteness of available data on underwater sound measurements and the potential impacts on marine species.

When requested by clients or required by local legislation, marine mammal observers (MMOs) and/or passive acoustic monitoring (PAM) are used to monitor the occurrence of marine life in a location before and during the use of data acquisition equipment. Operations are paused when a marine mammal is detected.

Most of Fugro’s vessels have a diesel electric power setup to avoid vibration, as well as vibration dampers and insulation to make the vessels as quiet as possible. Fugro is also developing more remote operations with USVs producing less noise than traditional vessels and using 360 cameras combined with digital imagery and passive acoustic monitoring for effective marine mammal detection. During UXO clearance, low order techniques are used if feasible, noise forecasts are conducted, so-called double bubble curtains are deployed when helpful, and noise levels are monitored throughout the process.

In 2023, Fugro took part in a scientific test of seismic sound, generated by a sparker source, to measure any impact on fish. The test was organised by the Institute of Marine Research (IRM) in Bergen, Norway. Fugro operated the vessel and source. The test showed no negative effects on the fish; further testing in different areas and with larger populations is needed before any conclusions can be drawn. Fugro will contribute to new tests of sound from offshore survey equipment to measure the impact on marine life. Small air source tests are planned for spring 2025, organised by IRM in Norway.

Invasive species

Although disposing of ballast water is crucial for the safety and efficiency of the operation of a vessel, it can lead to ecological, economic, and health issues, due to the diverse range of marine species the vessel transports, which might include bacteria, microbes, small invertebrates, and the eggs, cysts, and larvae of various organisms. These species could survive in new environments, establish reproductive populations, outcompete native species, and proliferate to pest levels.

Fugro follows the International Maritime Organization (IMO) guidelines to control the potential risk of the transfer of invasive species at sea by ensuring compliance with the D-2 standard outlined in IMO’s Ballast Water Management (BWM) convention.

This convention outlines two standards for ballast water discharge: the D-1 standard, which pertains to ballast water exchange, and the D-2 standard, which pertains to ballast water treatment. Existing ships must meet at least D-1 and new ships (from 2017) must meet the D-2 standard. Fugro exceeds minimal compliance by aiming for all its vessels to comply with the more stringent D-2 standard. This standard specifies the maximum amount of viable organisms allowed to be discharged, and requires installation of an approved ballast water management system (BWMS). The international ballast water management certificate and BWMS are checked during internal audits and external audits carried out by a certified organisation.

Fugro further minimises the spread of potential invasive species via the hull of its vessels through the implementation of a ship-specific biofouling management plan, ensuring that biofouling does not accumulate on the hull, including various non-toxic cleaning methods. Fugro is trialling ultrasound transmitters to prevent growth on ships' hulls. This technology is being trialled on seven vessels across all geographical regions. Physical inspections during dry docking will be conducted in 2025 to assess the results. In addition, Fugro's energy efficiency management plans incorporate various actions and practices designed to optimise hull conditions via continued monitoring and regular cleaning, which also enhances fuel efficiency.

Metrics and targets for the prevention of transfer of species

From 2024 onwards, Fugro monitors two targets on the key measures to prevent the transfer of species:

- All owned vessels that use seawater as ballast are compliant with IMO's D-2 standard, meeting the target of 100% coverage of owned vessels.
- 93% of owned vessels have a biofouling management plan, against a target of 100%.

These targets contribute to 2030 target 6 of the Kunming-Montreal Global Biodiversity Framework (reduce the introduction of invasive alien species by 50% and minimise their impact), as well as the minimalisation, and where possible elimination, of the introduction of alien species, which is part of the EU Biodiversity Strategy for 2030. Ecological thresholds were not considered when developing these targets and metrics as these have no relation to Fugro's potential impacts.

Fugro also uses long-term chartered vessels, with the vessel owner responsible for environmental management. Fugro's short-term chartered vessels are typically used for a specific project in one location and therefore do not carry the risk of transfer of invasive species.

Biodiversity impacts from projects in the downstream value chain

Fugro's business responsibility extends towards understanding the potential impacts of its clients' projects on the environment and people as reasonably known at the time of Fugro's service delivery. Fugro is aware that its clients' infrastructure projects can potentially compromise biodiversity, depending on the nature or location of the project. Fugro takes potential biodiversity impacts of the project into account during the acceptance phase, and we raise awareness with our commercial staff to recognise the risk of conversion or degradation of protected areas or critical habitats. In 2024, Fugro initiated the formalisation of this assessment as part of the bid-no bid process, targeting its integration into the client and opportunity management system in 2025.

Fugro has committed to refrain from offering any commercial deep sea mining services until the impact on the environment and eco-systems is thoroughly assessed by independent research organisations and clear regulation is approved by the UN International Seabed Authority (ISA). At the same time, as the world's leading Geo-data expert, Fugro is prepared to conduct deep ocean environmental studies and to support scientific and independent research on the matter of deep-sea mining.

Contribution to SDG 14: Conserve and sustainably use the oceans, seas and marine resources for sustainable development

Through its partnership with the Intergovernmental Oceanographic Commission of UNESCO (IOC/UNESCO), Fugro actively supports the United Nations Decade of Ocean Science for Sustainable Development 2021-2030. This programme is aimed at improving the coordination of, and access to, global ocean science data needed to reverse the cycle of decline in ocean health.

Fugro continues its support of several partnerships and initiatives dedicated to advancing ocean sciences, which has resulted in expanded leadership and participation in key events and programmes. Inspired by Fugro's membership in the Ocean Decade Alliance and as part of its partnership with the Intergovernmental Oceanographic Commission (IOC) of UNESCO, the Corporate Data Group was formally established in February. This group, comprising ten private industry members is co-chaired by Fugro's CEO Mark Heine, and is supported by a full-time Fugro data expert who has been seconded to the IOC-UNESCO Secretariat in Paris. The group is committed to establishing strategies, equitable frameworks and best practices for industrial and private-sector companies, that provide public access to their privately held ocean data in support of the Ocean Decade.

Furthermore, Fugro continues its in-kind support of The Nippon Foundation-GEBCO Seabed 2030 mapping project, targeting a complete map of the world’s ocean floor for scientific, environmental, and economic benefits. In 2024, Fugro collected an additional 400,000 km² of in-transit bathymetry data to the initiative, bringing our total collected data since the start of this project to over 3 million km².

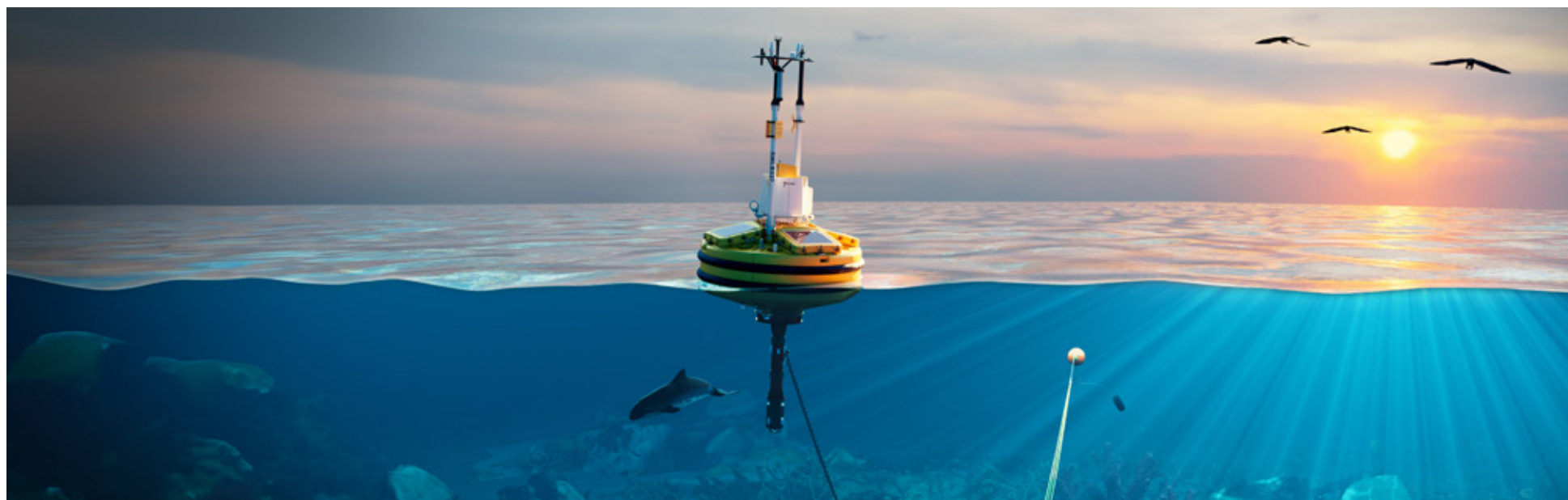
Fugro is a participant of the UN Global Compact and is also part of the Ocean Stewardship Coalition. This is a subgroup of the UN Global Compact focused on ocean issues and comprised of ocean businesses. Realising the crucial importance of oceans in the transition to a net-zero, resilient, and equitable economy, and in meeting the 2030 Sustainable Development Goals, and understanding the global business community’s shared duty to act for ocean health, the Ocean Stewardship Coalition was formed from the Sustainable Ocean Business Action Platform in late 2021. The Coalition brings leading governments, companies, NGOs, academic institutions, and UN partners together to spearhead action on how the ocean and related industries can contribute to achieving the Paris Agreement and all UN Global Sustainable Development Goals.

Fugro’s senior management participated in several key events in 2024, such as the UN Ocean Decade Conference in April 2024. The Ocean Stewardship Coalition participated in the Fugro-Ørsted led event “Advancing a biodiversity-positive offshore renewable energy transition” at the UN Ocean Decade Conference. Fugro is widely recognised as a private industry leader in the Ocean Decade.

Biodiversity opportunities

Fugro’s Geo-data collection capabilities and know-how play an important role in understanding biodiversity and the related impacts of clients’ projects. Increasingly, clients, such as offshore wind developers, compile environmental impact assessments, often regulated under national legislation. Many clients are now going a step further, intending to create biodiversity net-positive infrastructure. Fugro is investing to support them in this ambition, as data acquisition can support the mitigation hierarchy to avoid or minimise potential environmental impacts and to implement biodiversity enhancement measures. This provides growing and significant opportunities for further diversification and expansion of Fugro’s services and solutions, such as remote collection of environmental DNA (eDNA) samples.

Another example of how Fugro uses its Geo-data solutions to address transition risks for its clients is the Italian government’s Marine Ecosystem Restoration Project, for which Fugro has been selected to map the coastal habitats of the entire Italian coast. In 2024, Fugro further expanded its service offerings in ocean health, coastal resilience and carbon capture utilisation and storage, in line with the second strategic objective of its Towards Full Potential strategy. These help clients to address their transition risks and minimise any negative impacts of their projects and activities on the natural environment.



Social

Fugro’s success in delivering high quality solutions is determined by the commitment of its highly skilled people and Fugro’s ability to attract, develop and retain talent. It is our priority to provide a safe and diverse workplace where people can develop their talents and excel. Our commitment extends beyond our own workforce to our value chain and communities. In alignment with the UN Guiding Principles on Business and Human Rights, we aim to protect and respect human rights throughout our operations and business relationships.

Own workforce →

- Health, safety, security & wellbeing
- Labour practices
- Diversity, equity & inclusion
- Talent attraction, learning and development

Workers in the value chain and responsible supply chain →

- Potential impacts
- Supplier due diligence

Affected communities →

- Communities that are potentially affected in our value chain
- Client and project due diligence



Own workforce

Material topics	Policy	Value chain	IRO	Description of impact / risk / opportunity	Term	Key performance indicators
Health, safety, security & wellbeing	HSSE policy and management system	Own operation	+	Potential positive impacts from Fugro's focus on wellbeing and mental health.	S/M/L	Lost time injury frequency (per mln hours)
			- €	Fugro workforce is subject to a variety of health and safety risks, given the operational diversity, technical complexity and geographic spread of its operations. If safety incidents occur, they have a negative impact on people. Safety incidents could have an effect on Fugro's reputation and ultimately its financial performance (e.g. loss of revenue and additional costs).	S/M/L	
			€	Fugro's high standards of health & safety, result in Fugro being seen as a company with overall high management standards, thus increasing competitive attractiveness through good reputation.	S/M/L	
Labour practices and human rights of own workforce	Policy on human rights	Own operation	+	Fugro provides job security, career opportunity, and fair wages, which have a positive impact on people and society.	S/M/L	Female employees (in %)
			-	Employees and non-employees in the workforce could potentially experience pressure at work which could negatively affect their physical and mental wellbeing.	S/M/L	
Diversity, equity & inclusion	Diversity, equity & inclusion policy	Own operation	+	Creating a culture of belonging in a diverse workplace has a positive impact on employees' job satisfaction.	S/M/L	Women in senior management (in %)
			€	The company performs better with a diverse workforce. Decision making is improved in diverse teams where people learn to listen to each other and take diverse ideas on board.	S/M/L	
			€	Without an effective DEI policy, Fugro would potentially harm its ability to attract and retain talented people, who are needed to deliver on Fugro's financial objectives.	S/M/L	
Talent attraction learning & development		Own operation	+	Fugro's focus on life-long learning and development has a positive impact on employees' job satisfaction, growth opportunities, and employability.	S/M/L	Employee net promoter score (eNPS)
			€	Thanks to its learning & development opportunities, people see Fugro as an attractive company to work for, creating opportunity to attract new talent to support business growth.	S/M/L	
			€	If Fugro were not sufficiently successful in attracting and training talented people, Fugro would not be able to consistently deliver high quality projects impacting its financial performance.	S/M/L	

+ Positive impact
 - Negative impact
 € Financial opportunity
 € Financial risk

S: Short M: Medium L: Long

■ 2024
 ■ 2023
 ■ Target

Own workforce

Material impacts, risks and opportunities and their interaction with strategy and business model

Fugro’s success in delivering high quality solutions is determined by the commitment of its highly skilled people and Fugro’s ability to attract, develop and retain talent. Fugro’s workforce includes both employees and contingent workers (‘non-employees in the workforce’). Contingent workers are hired through an agency or are self-employed. A distinct group within Fugro’s workforce is marine crew on its owned vessels (‘seafarers’), who either work on a Fugro employment contract (and thus are included in Fugro’s employees) or are hired via crewing agencies (and thus are included in ‘non-employees’). All seafarers in the workforce are treated equally in terms of labour rights, engagement, creating an inclusive culture on board, and training opportunities.

Delivery on the company’s Towards Full Potential strategy requires a further growth in Fugro’s workforce, as well as ongoing training and development. For employees, the growth in existing and new markets such as offshore wind, ocean health and coastal resilience, offer multiple development and career progression opportunities. Thanks to Fugro’s mission to contribute to a safe and liveable world as well as learning and development opportunities, people see Fugro as an attractive company to work for, creating opportunity to attract new talent to support business growth.

Preventing potential harm from exposure to safety risk is a top priority for Fugro. People working in field or offshore environments are most prone to safety risk. To enhance safety, efficiency and lower emissions of Fugro’s operations, we are increasingly transferring functions from vessels to onshore operating centres. This can cause concerns about job security among the crew.

Characteristics of Fugro’s employees

Number of employees (headcount) by gender	31 December	
	2024	2023 ²
Female	2,622	2,463
Male	8,589	8,517
Other	2	–
Not reported	6	9
Total employees	11,219	10,989

¹ The related numbers of FTEs are reported in note 11 of the consolidated financial statements.

² Headcount 2023 has been restated to include seafarers on temporary employment contracts.

Number of employees (headcount) by country representing at least 10% of Fugro’s total number of employees

31 December 2024 31 December 2023

United Kingdom	1,900	1,890
Netherlands	1,672	1,535
United States of America	1,190	1,212

Policies related to own workforce

Fugro recognises its responsibility under the UN Guiding Principles on Business and Human Rights to respect the rights of those affected by its activities, and not to cause or contribute to human rights abuses through its operations or business relationships. Fugro’s policy on human rights encompasses the rights of its own workforce, workers in the value chain, suppliers, business relationships and affected communities. Fugro’s commitments include the Core Conventions of the International Labour Organization (ILO), outlining no forced labour, no child labour, freedom of association and collective bargaining, equal pay and freedom from discrimination. The policy also refers to the ILO standards for fair working hours and fair wages and specifically the Maritime Labour Convention. Also, the commitment to protection of health and safety is part of the policy. Executive responsibility for the implementation of the human rights policy lies with the General Counsel / Chief Compliance Officer and the Chief Human Resources Officer.

To further substantiate its commitment to the rights of equal treatment and freedom from discrimination for its own workforce, Fugro has a Diversity, equity and inclusion policy. The Chief Human Resources Officer is responsible for implementation of this policy. Refer to paragraph Diversity, equity and inclusion.

Fugro’s commitment to health and safety is detailed in its HSSE policy and management system. The scope of this policy is Fugro’s own workforce and contractors working at project sites under Fugro’s operational responsibility (a subset of workers in the value chain). Global Director Safety, who directly reports to the CEO, coordinates the groupwide development and implementation of Fugro’s approach to safety, which is endorsed by the Executive Leadership Team. Refer to paragraph Health, safety and security.

Health, safety, security & wellbeing

Health, safety and security

Our commitment

The health, safety, security, and wellbeing of Fugro's workforce is the foundation of everything we do. Fugro's HSSE vision clearly describes our duty of care to keep people free from harm while performing their work.

We strive to minimise the number of personal injury events. In consultation with senior leaders and our workforce, we have strengthened our HSSE strategy, which is aligned with Fugro's overall goals and Fugro's HSSE Vision 2030: "Our people are free from harm and strive for safety excellence through engaged teams, simplified HSSE risk management, and continuous learning".

The refreshed HSSE strategy comprises three objectives:

- enhanced engagement and development of HSSE competences to drive a culture of care
- management of HSSE risk in a simple, organised, and consistent way to make safety easy for everyone
- continuously learning and improving from meaningful insights to reduce HSSE risks and incidents.

Integrating HSSE

Given the diverse nature of Fugro's global activities and the potential risks to our people, we have defined and embedded a common approach to HSSE that requires everyone to adhere to the same high standards of practice. Our policies and standards align with international best practices, and all operations comply with ISO-certified management systems: ISO 9001 (Quality Management), ISO 45001 (Occupational Health and Safety), ISO 14001 (Environmental Management) and the International Management Code for the Safe Operation of Ships, or equivalent certifications.

Fugro's safety leadership team comprises of representatives from the global and regional HSSE teams and promotes, facilitates, and drives the implementation of Fugro's HSSE management system and processes. The team is led by Global Director HSSE, who in turn reports to the CEO.

Fugro expects and encourages its business partners to adhere to comparable HSSE management standards and to be aware of Fugro's principles, policies, and standards. Potential contractors are required to ensure that only those with the necessary training,

experience, HSSE management systems and performance records are invited to tender for work.

Engaging people

We believe that safety is everyone's responsibility and continue to embed it into everything we do. Visible, engaged leadership is critical to driving our culture, therefore we are evolving our management site visits program to go beyond just verifying safety systems and processes. Management site visits are intended to connect with operational teams, better understand field practices, and identify improvement opportunities for safe operations. This is strengthened through training and evaluation of how we perform visits at our field operations and vessels.

HSSE training is key, ensuring alignment with Fugro's purpose, vision, standards, and culture of care. Our tailored approach addresses the needs of various target groups within the organisation, ensuring that every individual receives the necessary training to work safely and efficiently. The annual Life-Saving Rules training is mandatory for all Fugro employees and contingent workers to ensure they are well equipped to apply the set of nine clear and simple Life-Saving Rules to prevent serious or potentially fatal injuries in the workplace.

A cornerstone of the HSSE strategy is the HSSE onboarding programme, which enhances engagement with all new employees, contingent workers, contractors, and visitors from day one. In 2024, all existing onboarding processes were mapped to collect best practices and engaging tools and diverse training methods were designed. The HSSE onboarding programme has been rolled out globally to start implementation in 2025.

By linking onboarding with ongoing HSSE training, our workforce remains updated on evolving risks and best practices, fostering a proactive health and safety culture.

Learning from events and experiences

We share learnings across the organisation to improve operational efficiencies that will reduce incidents and encourage a safer, healthier workforce, in particular in relation to near-miss events and incidents where there was potential for a life altering or fatal outcome. Safety alerts which include the lessons learned and actions to prevent recurrence are communicated throughout the organisation and to relevant industry bodies.

Continuous improvement

The health, safety and wellbeing of our workforce requires an ongoing commitment to continuous improvement. By embedding safety practices into our organisational culture, we aim to create a safe and secure work environment. Various initiatives within our 2027 HSSE strategy - including the 3S Together safety programme, which has been running since 2021- have contributed to the improvement in safety performance.

At the same time, we deeply regret the loss of one of our colleagues in 2024 following a tragic incident whilst supporting a geotechnical site investigation in India. Following the incident, we conducted a thorough investigation to determine the root cause and took measures to prevent similar occurrences in the future.

Safety performance

covering employees, contingent workers, and contractors

	2024	2023	2022
Workforce covered by Fugro’s health and safety management system (%)	100%	100%	100%
Lost time injury frequency (x million hours)	0.20	0.57	0.73
Days lost due to work-related injury or illness	68	169	221
Total recordable cases (number)	40	54	45
Total recordable case frequency (x million hours)	1.12	1.48	1.50
Number of fatalities - employees	1	0	0
Number of fatalities – non-employees in the workforce (=contingent workers)	0	0	0
Number of fatalities - contractors	0	0	0
<i>Training</i>			
Completed ‘Managing Safely in Fugro’ courses	492	433	580
Completed mandatory annual Life Saving Rules e-learning	94%	91%	95%

Fugro’s duty of care extends to monitoring security threats especially in high and extreme risk locations. Senior leaders ensure that risk identification and assessments, along with mitigation plans, are prepared and approved before any work begins.

Safety performance metrics for employees, contingent workers and contractors combined

Total recordable cases (TRC), total recordable case frequency (TRCF) and lost time injury frequency (LTIF), reporting is for employees, contingent workers and contractors combined. Fugro has prepared the required split for all safety metrics in the new HSSE monitoring system which is operational since January 2025. Fugro’s HSSE policy is directed towards optimal safety of all employees, non-employees in the workforce and contractors alike, and therefore this distinction has not been made in safety performance metrics for management purposes.

Wellbeing

Fugro recognises that a healthy and supportive work environment not only enhances productivity but also fosters a culture of care and mutual respect. The employee engagement survey results indicate that employees feel more supported by the organisation in managing their health and wellbeing, even though there is room for improvement related to competing demands and stress in certain roles.

In recognition of Mental Health Day, employees were offered a series of online sessions that were attended by almost 500 employees. These provided practical strategies to help manage mental wellbeing. In addition, Fugro’s Employee Assistance Program is designed to support broader wellbeing and provide immediate assistance to the employee and their families in case of emergencies. Commitment to wellbeing is further reflected in the various initiatives and programmes that are executed in local Fugro entities.

Labour practices and human rights of own workforce

Fugro’s human rights policy addresses the principles of diversity and non-discrimination, freedom of association, fair working hours, fair wages, protection of health and safety, no child labour and adequate grievance procedures. Fugro’s labour practices have a positive impact on people, for example by providing job security. Per year-end 2024, 91% (2023: 92%) of female employees and 85% (2023: 85%) of male employees had a permanent employment contract.

Number of employees (headcount) by contract type	31 December 2024					31 December 2023				
	Female	Male	Other	Not disclosed	Total	Female	Male	Other	Not disclosed	Total
Number of employees	2,622	8,589	2	6	11,219	2,463	8,517	-	9	10,989
Number of permanent employees	2,399	7,271	2	5	9,677	2,258	7,239	-	7	9,504
Number of temporary employees	203	950	-	1	1,154	188	897	-	2	1,087
Number of non-guaranteed hours employees	20	368	-	-	388	17	381	-	-	398

Number of employees (headcount) by contract type	31 December 2024					31 December 2023				
	Europe-Africa	Americas	Asia Pacific	Middle East & India	Total	Europe-Africa	Americas	Asia Pacific	Middle East & India	Total
Number of employees	4,618	2,121	2,587	1,893	11,219	4,407	2,214	2,529	1,839	10,989
Number of permanent employees	4,210	2,003	1,660	1,804	9,677	4,048	2,041	1,652	1,763	9,504
Number of temporary employees	377	118	570	89	1,154	334	172	505	76	1,087
Number of non-guaranteed hours employees	31	-	357	-	388	25	1	372	-	398

Collective or individual labour relations are ruled by local applicable law, collective agreements, Fugro’s Code of Conduct and its underlying policies. Various collective bargaining agreements are in place within several of Fugro’s entities. These cover topics such as remuneration, working conditions, health and safety, equal opportunity and training. While not all vessels, and therefore not all seafarers, are officially governed by the International Transport Workers’ Federation (ITF) and the International Bargaining

Forum (IBF) collective bargaining agreement (CBA), Fugro’s employment terms meet or exceed these standards.

In the Netherlands, the UK, Germany, Austria and France, employees are represented by works councils. In Norway and Chile, employees are represented by health and safety committees. The coverage rate of workers’ representation is 39% for Fugro groupwide.

Collective bargaining and social dialogue coverage

	Collective bargaining coverage		Social dialogue
Coverage rate of employees for Fugro groupwide	14%		39%
Coverage rate of employees in the country / region	EEA countries representing at least 10% of employees*	Employees non-EEA Regions	Workplace representation for EEA countries representing at least 10% of employees*
0-19%	Netherlands: 0% CBA	Europe Africa (excl. EEA), Middle East & India, Asia & Pacific	N/A
20-39%	N/A	Americas	N/A
40-59%	N/A		N/A
60-79%	N/A		N/A
80-100%	N/A		Netherlands: 100% workplace representation

* The European Economic Area (EEA) consists of 27 EU member states and three European Free Trade Association (EFTA) nations: Iceland, Liechtenstein, and Norway. The UK is not part of the EEA. The Netherlands is the only EEA country representing at least 10% of Fugro’s employees.

Adequate wages

Fugro is committed to living wages for all its employees and seafarers in the workforce. Fugro adheres to national statutory minimum wage laws and commits to payment of a living wage when it exceeds the statutory minimum. Living wage is a wage that provides employees with the necessary income to maintain a decent standard of living for themselves and their dependents, based on local cost of living. Fugro’s 2024 living wage assessment, conducted in April and November, compared the data in its global human resource system with benchmark data provided by ‘WageIndicator’, a well-known labour market database.

In the most recent living wage assessment in November, a few employees were identified as earning less than the living wage threshold. These cases will be corrected.

Country	% of employees below living wage
China	0.9%
Singapore	0.3%

Remuneration ratio

As from 2024 Fugro calculates the remuneration ratio with the following definition: The annual total remuneration ratio of the highest paid individual to the median annual total remuneration for all employees (excluding the highest-paid individual). The calculated ratio for 2024 amounts to 58 including all pay elements (base pay, STI, LTI vesting and variable allowances). The main factor influencing this ratio is the increased vesting value of the long term incentives for the CEO. Prior to 2024 the pay ratio was calculated against average personnel cost per employee.

Diversity, equity and inclusion

As laid down in its diversity, equity and inclusion (DEI) policy, Fugro cultivates a culture of belonging where everyone can bring their best selves to work. Fugro does not discriminate in employment opportunities or practices on the basis of race, ethnicity, nationality, class, caste, religion, belief, sex, gender, language, sexual orientation, gender identity, sex characteristics, age, health, education and other characteristics. Fugro is committed to creating a healthy work environment in which everyone uses their full capabilities and achieves their personal and professional aspirations. To this end, Fugro provides fair terms and conditions of employment and equal opportunity for all, in an environment where everybody feels valued. Fugro strongly believes that when people feel accepted, included and valued, they are more engaged in their roles, work more collaboratively with their colleagues, and deliver better outcomes for Fugro and its clients.

Fugro aims to increase employees’ sense of belonging by embracing a wide range of diversity dimensions, including gender, age, and cultural differences. Fugro aims to attract, promote and retain women for key senior management positions subject to local laws and regulations. In 2024, 24% (2023: 22%) of senior management positions were held by women. As part of its Towards Full Potential strategy, Fugro has formulated a global ambition of 25 to 30% in 2027.

Fugro’s Women@Fugro network group has been active to increase awareness and encourage new initiatives on gender-related topics, available to all employees. To celebrate International Women’s Day, the network organised an inspiring online training programme. In June, Fugro celebrated Pride & Respect month. In October, the concept of allyship was discussed during DEI awareness week, fostering inclusivity for all.

In order to further stimulate inclusion throughout the company, in 2025 we will focus on:

- Raising awareness on relevant topics by celebrating special cultural and religious and days of remembrance, and by further supporting the Pride and Women networks available to all.
- Periodical evaluation of global and local inclusive policies and procedures.
- Psychological safety, bias awareness, and intercultural communication as important inclusive skills for everyone within Fugro.
- Encouraging management to be a role model and foster a culture of belonging and inclusivity.

Diversity metrics

Gender diversity in senior management

Gender	31 December 2024	31 December 2023
Female (%)	24%	22%
Male (%)	75%	78%
Female (headcount)	41	36
Male (headcount)	127	130
Other (headcount)	0	0
Not reported (headcount)	2	0
Total number of employees in senior management (headcount)	170	166

Distribution of employees by age group

(headcount)

Age group	31 December 2024	31 December 2023
Under 30 years old	1,969	1,912
30-50 years old	6,620	6,478
Over 50 years old	2,630	2,599

Gender pay gap

Fugro promotes fair and equal pay for equal jobs and ensures compliance with local pay equity laws. Twice a year, Fugro conducts a fair pay analysis to identify and correct any wage gaps. The gender pay gap is defined as the difference of average pay levels between female and male employees, expressed as percentage of the average pay level of male employees. The gender pay gap analysis, based on total remuneration (fixed salaries as well as variable allowances such as bonus payment, LTI grant, time related offshore allowances and field allowances), covered countries with more than 250 employees (Australia, Brazil, China including Hong Kong, Germany, India, the Netherlands, Saudi Arabia, Singapore, United Arab Emirates, United Kingdom and USA), representing 79% of Fugro’s employees. The gender pay gap based on total salaries for countries with more than 250 employees was 10%, leading to the conclusion that the average hourly total pay of male employees was higher than the average hourly total pay of female employees. This gap can be partly attributed to the relative underrepresentation of women in middle management and subject matter expert roles, for which actions are being taken as part of the diversity, equity and inclusion roadmap.

Another cause is the relative underrepresentation of women in field or offshore functions, where allowances are paid to compensate the employee for inconveniences around field and offshore work.

Gender pay gap for countries in which Fugro has at least 250 employees **2024**

Gender pay gap total salary	10%
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In addition, a weighted gender pay gap analysis was conducted for countries with more than 250 employees. For this analysis, the pay gap was calculated per employee group by function and compensation grade of the global career framework. The outcomes of the analysis per country are used to instigate further evaluation at local level. This evaluation and the introduction of standardised salary structures for all employees will continue to drive Fugro’s fair pay agenda. Recruitment, hiring and salary procedures remain focused on equal pay for equal jobs.

Talent attraction, learning and development

Fugro’s success in delivering high quality solutions is determined by the commitment of its highly skilled people and Fugro’s ability to attract, develop and retain talent. In 2024, ongoing collaboration with universities, colleges, and schools and targeted recruitment marketing campaigns served to enhance employer brand awareness, and secured a robust talent pipeline for the future. Fugro’s talent acquisition teams were further strengthened, the employee referral process was updated and additional employer branding materials were created. This concerted effort resulted in 1,968 hires in 2024.

Lifelong learning and development are essential to support business growth, retain critical knowledge, expertise and talent. Our focus on lifelong learning and development is essential for delivering on Fugro’s strategy. Fugro Academy supports a wide range of development opportunities in the areas of technical, leadership, business and generic by providing an extensive offering of programmes. In 2024, 119,912 training courses were completed through the academy (2023: 103,343). Moreover, Fugro supports lifelong learning via regular performance and career development reviews. In 2024, 97% of eligible employees participated in such reviews (women 97%; men 96%).

Technical learning

Technical expertise is the heart of Fugro’s success. In 2024, a wide range of technical programmes and bootcamps were offered to our technical workforce. Our technical learning solutions are there to ensure competence in current technical roles and readiness for future roles. Our dedicated pool of internal trainers delivers a variety of programmes, ranging from virtual classroom to in-person courses at the Fugro’s technical training centre in Plymouth. The curriculum is supported by various digital learning solutions ranging from 2D/3D models, 360 degrees videos, technical ted talks, and adaptive e-learning developed in partnership with subject matter experts. In 2024, we invested in the remote operations learning curriculum, including in a simulator for uncrewed vessel operations.

Leadership development

Fugro is committed to developing the skills of its leaders, amongst others with suite of programmes designed to build on Fugro’s core leadership skills. This U.Series programme offers development opportunities for those within early leader career stage, to the most experienced executives, with each programme offering deeply personal experiences, whilst also capturing external trends in leadership development. In 2024, U.Gro was awarded with a Ground Engineering award, recognising the dedication to graduate development, including emphasising the diverse skillset required for the modern engineer.

In 2024, 765 leaders participated in a formal leadership programme, and 2,190 participants attended manager masterclasses supporting the development of key leadership attributes.

Generic & business skills

Fugro Academy also delivers a wide range of learning solutions in other business critical areas such as commercial excellence, project management and financial acumen. These solutions are facilitated by both internal and external trainers who provide theoretical, practical, guided peer discussions, mentoring and community of practice. In 2024, over 1,458 business training enrolments were supported via live facilitated sessions, with a further 4,106 enrolled on self-directed digital courses.

Training for seafarers

Training requirements for seafarers are defined in a matrix that includes the training requirements, adhering to the International Convention of Standards of Training, Certification and Watchkeeping (STCW), flag state requirements, industry standards, client requirements, and Fugro’s own standards. The training programme consists of both classroom trainings and e-learning.

Processes for engaging with own workers and workers’ representatives about impacts

Fugro amongst others engages with its own workforce through bi-annual company-wide engagement surveys and by regular interaction with the works councils in countries where this is legally required. Fugro targets an employee net promoter score (eNPS) of more than 30 in 2027. In 2024, Fugro conducted two company-wide surveys to understand employees’ views and enable management to drive meaningful improvements. The high response rate indicates effectiveness of this engagement process. The results show continued overall improvement compared to previous years. Training and insight sessions were held with managers across the group to support them with an effective follow-up. Following these sessions, managers created action plans and held team sessions to discuss results and initiate conversations with team members about areas for improvement. The Regional Group Directors are responsible for the engagement results in the regions and for follow up.

All seafarers in Fugro’s workforce are also invited to complete the employee engagement survey. Follow-up is coordinated by the global fleet crewing manager and includes discussing the outcomes during manager vessel visits and annual seminars for the crew.

Employee net promoter score (eNPS) including seafarers in Fugro’s own workforce

Year	2024		2023		2022	
Quarter	Q4	Q2	Q3	Q1	Q3	Q1
eNPS	36	32	27	19	12	3
Response rate	70%	70%	72%	69%	54%	62%

Voluntary turnover provides an indication of the sense of belonging and engagement. Voluntary turnover was 9% in 2024 (2023: 10%). Fugro aims to decrease voluntary turnover to 8% in 2027.

	2024	2023
Number of leavers	1,980	1,769
Employee turnover rate	18%	17%
Voluntary employee turnover rate	9%	10%

Workers in the value chain & responsible supply chain

Responsible supply chain

Potential impacts on workers in the value chain

Fugro’s responsibility towards respecting human rights, the environment and ethical business practices extends to selecting, engaging and collaborating with suppliers, with specific attention to labour practices, health and safety, greenhouse gas emissions, and anti-bribery and corruption. Fugro’s strategic sourcing choices and collaborative partnerships could generate positive impacts by promoting fair wages, safe working conditions, and skills development in the communities where Fugro’s suppliers operate, and their employees reside and work. This applies to all supply chain workers who could be materially impacted by Fugro’s activities, including individuals working on Fugro project sites, seafarers on chartered vessels, and workers employed by vendors within Fugro’s supply chain.

Fugro recognises the importance of ESG due diligence regarding its suppliers as negative impacts on people and environment could happen in the supply chain. If negative impacts occur, they can ultimately result in financial and reputational risks for Fugro. Therefore, Fugro engages with suppliers to foster a shared understanding of Fugro’s expectations regarding human rights, labour practices, environmental

sustainability and anti-bribery and corruption. This includes requiring suppliers to adhere to Fugro’s Code of Conduct, conducting background checks, and collecting ESG related information through self-assessment questionnaires.

Fugro’s Speak Up procedure is open to value chain workers to raise concerns about human rights violations and thereby provides an accessible grievance mechanism (refer to paragraph Speak Up procedure in chapter Business conduct for more information). Direct communication takes place with value chain workers who work on Fugro (project) sites (subcontractors). Fugro has not identified other direct impacts or dependencies on value chain workers and has, therefore, not adopted a specific process to engage with value chain workers directly.

Fugro’s responsible supply chain approach encompasses all supply chain workers who could be materially impacted by its activities. This includes individuals working on Fugro (project) sites who are not directly employed by the company and workers employed by vendors within Fugro’s supply chain. We recognise that certain sectors and activities within our value chain present unique risks, which requires a differentiated approach to managing social impacts.

Workers in the value chain and responsible supply chain

Material topics	Policy	Value chain	IRO	Description of impact / risk / opportunity	Term
Responsible supply chain	Policy on human rights	Upstream	+	Fugro promotes an ethical way of working which could have positive impacts on people and avoid negative impacts on the environment by setting expectations to respect human rights, labour standards, health and safety, environment, anti-bribery and corruption.	S/M/L
	Supplier and partner code of business principles		- €	Suppliers could have potential negative impacts on people and the environment. Unethical business conduct in the supply chain, such as infringements of human rights including labour rights, could pose a reputational risk for Fugro.	S/M/L
	Supplier due diligence policy				

For supplier categories with potentially relatively high risks to workers, we have implemented measures to mitigate those risks. These categories include:

- **Chartered vessels:** Fugro prioritises the safety and wellbeing of seafarers in the value chain by using BIMCO charter agreements, which include requirements for HSSE management for crew safety and compliance with the Maritime Labour Convention of the ILO.
- **Vessel crew agencies:** Fugro conducts annual audits of crew agencies to ensure compliance with labour rights in accordance with the Maritime Labour Convention of the ILO. (Note: Crew hired via agencies are non-employees in the workforce and are therefore included in chapter Own workforce.)
- **Subcontractors (mostly offshore, marine & engineering):** Subcontractors deliver a specified work package on Fugro projects. Subcontractors have to complete a questionnaire to confirm they have an effective HSSE management system. Fugro conducts regular site visits and internal HSSE audits to assess subcontractors' compliance with health and safety standards. Subcontractors are also included in HSSE incident monitoring and reporting.
- **Port agents:** Fugro provides anti-corruption training to its employees to mitigate the risk of bribery and unethical practices. Additionally, Fugro is moving towards using a single global port agent for most of its port agency activities to minimise the risk of facilitating payments.

Suppliers in other categories are subject to Fugro's standard due diligence process, which includes the contractual obligation for suppliers to adhere to Fugro's supplier and partner code of business principles and relevant international standards, and regular reviews. These categories relate mostly to equipment & MRO (maintenance, repair & operations), ICT, fuel & logistics, financial services and buildings.

Policies related to responsible supply chain and workers in the value chain

Fugro's approach to managing material impacts, risks, and opportunities related to its supply chain is embedded within its broader sustainability framework and is articulated across several key policies:

- Fugro's Code of Conduct provides the ethical foundation for all its activities, including its relationships with suppliers and partners. It explicitly addresses human rights, labour practices, environmental responsibility, and anti-bribery and corruption (refer to chapter Business conduct).
- Fugro's supplier and partner code of business principles expands on the Code of Conduct by providing specific guidance to suppliers and partners, including health, safety, security and environment, labour practices and human rights, and anti-bribery and corruption.
- Fugro's policy on human rights reinforces Fugro's commitment to respecting human rights across its operations and value chain. It sets out leading human rights principles based on the Universal Declaration of Human Rights and the ILO Declaration on Fundamental Principles and Rights at Work, including freely chosen employment (i.e. no forced labour), no child labour, diversity and non-discrimination, no harassment, freedom of association and collective bargaining, fair working hours, fair wages, protection of health and safety, respect for local communities, and adequate grievance procedures.
- Fugro's supplier due diligence policy outlines Fugro's approach to responsible management of its supply chain, including due diligence processes to identify and mitigate environmental, social, and governance (ESG) risks associated with suppliers. This policy is aligned with key internationally recognised standards, namely UN Guiding Principles on Business and Human Rights, ILO Declaration on Fundamental Principles and Rights at Work and OECD Guidelines for Multinational Enterprises on Responsible Business Conduct.

The Global Director Procurement is responsible for implementing the supplier due diligence policy and the supplier and partner code of business principles, while Global Compliance is tasked with managing and escalating risks associated with bribery, human rights, and sanctions. Accountability for implementation of the Code of Conduct and related policies lies with the Board of Management.

Management of relationships with suppliers

Supplier due diligence approach in 2024

Fugro's supplier management procedure applies to all third-party suppliers, including subcontractors. This procedure aims to guide the selection, qualification, and performance monitoring of suppliers, with a focus on those critical to our operations. The procedure includes a supplier self-assessment questionnaire and subsequent evaluation of the supplier's health, safety and environmental management systems and performance, and existence of anti-bribery and corruption measures and a code of conduct. While Fugro collects substantial data on its suppliers, a thorough process assessment highlighted the need for more consistent processing and analysis of this information, as well as a systematic approach to defining subsequent actions. To address these gaps, Fugro enhanced its policy and developed a risk-based approach to supplier due diligence and responsible sourcing practices.

Enhanced supplier due diligence approach

This approach is supported by two third-party platforms: one designed for ESG due diligence, and one for screening suppliers and entities within their ownership structures against a comprehensive database of global sanctions and watchlists. The ESG due diligence platform supports initial risk assessment and supplier self-assessment surveys. The initial risk assessment involves categorising suppliers based on key risk factors such as country of operation and industry, and identifying associated risks such as child labour, forced labour and compulsory labour, as well as bribery and corruption risks in regions with weak regulatory enforcement or high corruption indices. A comprehensive risk database informs these evaluations, enabling a targeted and effective approach. This profile-building process will guide the level of further due diligence or any necessary mitigation actions. High-risk suppliers will undergo more intensive scrutiny, while lower-risk suppliers will receive standard monitoring.

Suppliers identified as higher risk will be required to complete a tailored self-assessment survey through the platform. This survey covers a wide range of ESG topics, such as GHG emissions and the supplier's reduction targets. This data helps Fugro monitor its science-based target for supplier engagement (see paragraph Greenhouse gas emission reduction targets in chapter Climate change). From a social perspective, the survey addresses health and safety, human rights, including labour rights and living wages, and the specific risks faced by workers in higher-risk environments. On the governance side, the survey evaluates suppliers' anti-bribery and anti-corruption measures and overall governance practices. In addition to the survey, adverse media reports will be screened to identify potential compliance risks related to unethical practices or regulatory breaches.

The outcomes of the surveys may lead to additional actions such as engaging with suppliers to discuss their responses, clarify any discrepancies, and request documentation. If issues are identified, on-site audits may be conducted by internal teams or third-party auditors.

During the due diligence process, Fugro may uncover risks associated with a (potential) supplier. Despite these findings, Fugro may choose to continue the business relationship if the supplier is willing to improve its practices. In such situations, Fugro's approach will focus on pro-actively engaging with the supplier to develop and implement an improvement plan. Fugro intends to conduct periodic follow-up assessments to track progress or verify ongoing compliance. This comprehensive approach helps Fugro proactively mitigate ESG and compliance risks while promoting responsible business practices across its supply chain.

Progress in 2024

In 2024, Fugro launched the pilot phase of its enhanced supplier due diligence approach. This involved an inherent risk analysis of over 200 suppliers across different regions, evaluating potential ESG risks based on factors such as their geographic location, industry sector, and specific ESG considerations. This analysis revealed inherent ESG risks associated with certain regions and industries.

Going forward

The second phase of the pilot programme started in January 2025 and focuses on rolling out the new due diligence tooling and processes in selected countries, starting with Germany, Norway, and the USA. These countries were strategically selected for the pilot phase due to a combination of factors, including their increasingly stringent ESG regulations and reporting requirements, which provide a valuable testing ground for our new tools and processes. Additionally, Fugro has a significant operational presence in these countries, allowing for close collaboration with local teams and suppliers. This focused approach allows us to refine our due diligence programme, identify best practices, and create a blueprint for broader implementation.

After the pilot, Fugro will start the global roll out of the tooling and full integration of the new ESG supplier due diligence tools into the procurement processes. Fugro will continuously monitor the progress of the due diligence programme, develop metrics and targets, and make any necessary adjustments to ensure its effectiveness.

Affected communities

Environmental & social impacts from clients and projects

During the double materiality assessment process, we identified potential and actual positive and negative impacts on communities affected by clients' projects, to which Fugro could be linked through its business relationships. The affected communities in scope of this disclosure are limited to communities in the vicinity of clients' (infrastructure) projects in the downstream value chain. Generally, Fugro's clients' projects aim to positively contribute to communities. For example, the construction of offshore wind turbines contributes to affordable and clean energy supply, and infrastructure development and maintenance is key to a safe living and working environment. Development of an offshore wind park could however also negatively affect local fishermen, and new infrastructure development on land could involve forced relocation of a local community.

Fugro recognises its responsibility to protect human rights and is committed to ensuring that our business operations do not contribute directly, or indirectly through our business relationships, to human rights abuses. Fugro's policy on human rights is described in chapter Own workforce. Moreover, Fugro's Code of Conduct requires employees to encourage partners, suppliers and other third parties that we do business with, to adopt similar standards.

Fugro has a mandatory process in place requiring approval from Fugro's Board of Management and/or General Counsel prior to tendering for or performing work in sanctioned areas or with or for blocked businesses, groups or individuals. The assessment of impacts on communities affected by clients' projects largely relies on the know-how and experience of local management and publicly available information at the time of the bid/no-bid decision. Fugro's managers are generally close to the client and project locations and have a long-standing local knowledge about client reputation, the environments in which they operate and the possible impacts of projects on the environment and people. Nevertheless, the possible impacts of projects on the environment and on people can be complex to assess, in particular because Fugro's activities are often concentrated in the very early phases of projects, when many details are still unknown. In addition, leverage to engage with clients on sensitive issues can be limited.

In 2024, Fugro drafted a client and project due diligence policy with the intention to further strengthen and formalise Fugro's client and project due diligence process. The policy is aligned with the UN Guiding Principles on Business and Human Rights and the OECD guidelines for Multinational Enterprises on Responsible Business Conduct. This policy will be further developed and implemented in 2025.

Fugro's Speak Up procedure is open to affected communities to raise concerns about human rights violations and thereby providing an accessible grievance mechanism. Please refer to chapter Business conduct.

Affected communities

Material topics	Policy	Value chain	IRO	Description of impact / risk / opportunity	Term
Environmental & social impacts from clients and projects	Policy on human rights	Downstream	+	Fugro's clients' projects have positive impacts on people and local communities, for instance by enhancing infrastructure and providing energy security.	S/M/L
			- €	Clients' projects could have potential negative impacts on the environment or human rights of local communities. While Fugro cannot influence these impacts, it could be linked to such impacts through its business relationships, which may cause reputational risk by association.	S/M/L

+ Positive impact - Negative impact € Financial opportunity € Financial risk

S: Short M: Medium L: Long

For environmental impacts, refer to chapter Biodiversity and ecosystems, paragraph Biodiversity impacts from projects in the downstream value chain.

DEVELOPING A SAFE AND LIVEABLE WORLD

Real-time access to Geo-data with Fugro's VirGeo® platform

In 2024, Fugro successfully completed four years of survey operations for US-based offshore wind developer Atlantic Shores Offshore Wind, supporting the site assessment of five projects across three lease areas of around 1,000 km² in total.

Traditionally, offshore wind site assessments have required multiple independent campaigns to gather oceanographic, seabed, soil and habitat data. Fugro streamlined this process by consolidating these efforts into a single integrated programme. To manage the large volumes of data, Fugro utilised its innovative cloud-hosted platform VirGeo®, providing internal stakeholders with real-time project information for faster decision-making both in the field and office.

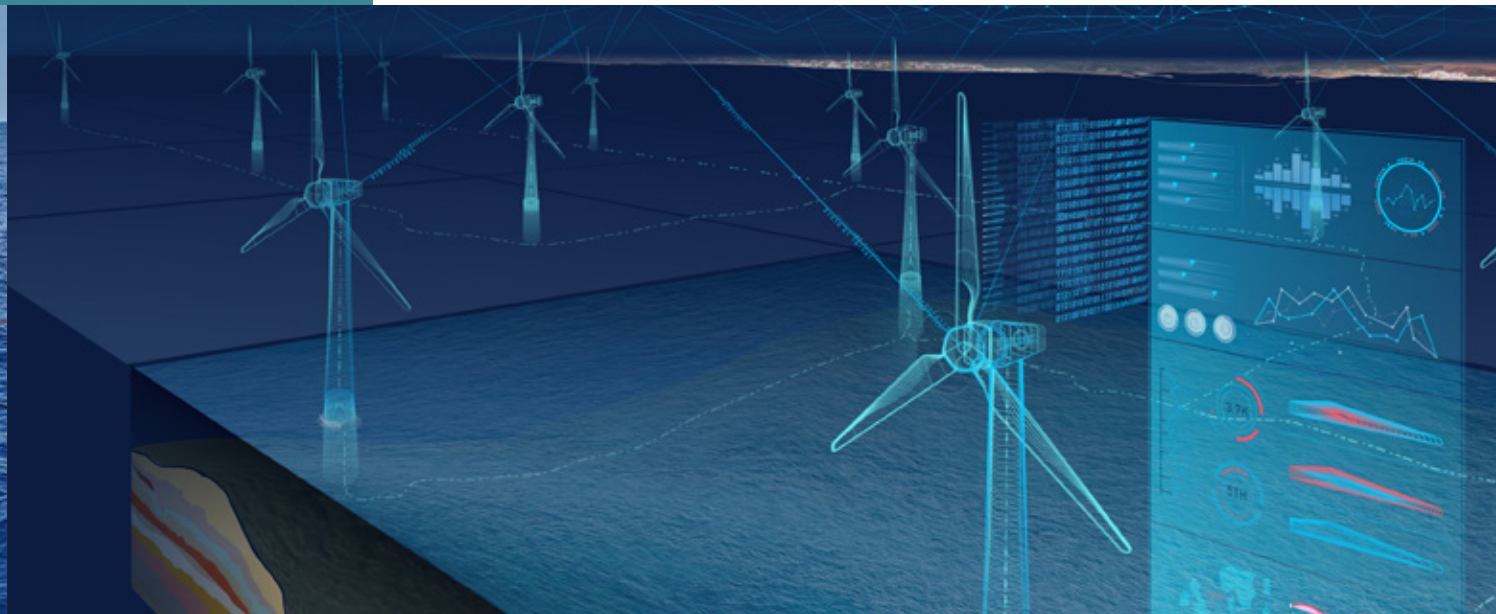
The platform also facilitated the first digital deliverables to federal regulators, supplementing the thousands of pages of reports required by current permitting standards. This push toward digital deliverables aims to increase transparency, build public trust, and further compress the development timeline through more efficient regulatory reviews.



It is a privilege to have partnered with Atlantic Shores to pioneer a new data collection and management approach, which increased survey efficiency by 30% and contributed to the federal approval of Atlantic Shores South, which could have a renewable power capacity of up to 2,800 MW.

Chris Cring

Fugro's offshore wind strategy manager, Americas



Governance

Fugro maintains high standards of responsible business conduct across our global operations. While working in different political and economic environments, we uphold our values and comply with applicable laws and regulations. This commitment to ethical practices underpins both our service delivery to customers and our business relationships.

Business conduct

- Business conduct policies and corporate culture
- Prevention of corruption
- Speak Up procedure: grievance mechanism and access to remedy
- Political influence
- Information security



Business conduct

Business ethics & compliance

Business conduct policies and corporate culture

Fugro’s global presence exposes the company to regional and local laws, regulations, customs and practices in challenging political and economic environments. Fugro is committed to adhering to its values, applicable laws and regulations, and to conducting business in a responsible manner. Fugro endorses the OECD Guidelines for Multinational Enterprises on Responsible Business Conduct and in 2021 joined United Nations Global Compact, the world’s largest corporate sustainability initiative.

Code of Conduct and related policies

The Code of Conduct, together with its underlying policies, helps employees and non-employees in the workforce to put Fugro’s company values into practice by

providing practical guidance on how to conduct Fugro’s business ethically, comply with legal requirements, and maintain Fugro’s good reputation.

The Code of Conduct addresses topics including bribery and corruption, conflict of interest, competition and anti-trust, responsible taxation, data protection, human rights, and equal opportunity. The underlying policies provide further guidance on all topics in the Code. Executive responsibility for the implementation of these policies lies with the General Counsel / Chief Compliance Officer. Accountability for implementation of the Code of Conduct and related policies lies with the Board of Management.

Continuous efforts are made to convey the importance of adherence to the Code of Conduct and its underlying policies. To ensure that these documents are easily accessible to all stakeholders, they are available in the company’s most relevant working languages and accessible via intranet and the Fugro website.

Business conduct

Material topics	Policy	Value chain	IRO	Description of impact / risk / opportunity	Term	Key performance indicators								
Business ethics & compliance	Policy on human rights	Own operation	€	Not conducting business ethically and/or not complying with standards and regulations (at both global and local levels) could lead to reputational risk or financial risk.	S/M/L	<p>Code of Conduct training coverage (in %)</p> <table border="1"> <tr><th>Year</th><th>Coverage (%)</th></tr> <tr><td>2024</td><td>94</td></tr> <tr><td>2023</td><td>95</td></tr> <tr><td>Target</td><td>100</td></tr> </table>	Year	Coverage (%)	2024	94	2023	95	Target	100
	Year						Coverage (%)							
	2024						94							
2023	95													
Target	100													
Code of Conduct and underlying policies														
Supplier payment policy														
Data privacy and security	Information security approach centered around internationally recognised standards	Own operation	-	Potential negative impacts on community and people in case of data security breaches.	S/M/L									
			€	Financial and reputational risks from misuse of data resulting from unauthorized access to Fugro's data.	S/M/L									

+ Positive impact - Negative impact € Financial opportunity € Financial risk

S: Short M: Medium L: Long

■ 2024 ■ 2023 ■ Target

Governance of the compliance function; addressing and reporting breaches

The General Counsel / Chief Compliance Officer is a member of Fugro’s Executive Leadership Team (ELT), bringing expertise to this management body and ensuring that business ethics and compliance are regularly discussed in leadership meetings.

The General Counsel / Chief Compliance Officer monitors all reported incidents of misconduct, including corruption and bribery, through the Corporate Integrity Committee, which meets every 4-6 weeks to review cases, conduct investigations, and take necessary actions. Investigations by the Corporate Integrity Committee are separate from the chain of management involved in the case.

The compliance team also reports twice a year to the audit committee. This report covers the compliance programme’s activities, Speak Up investigations, due diligence and monitoring of joint ventures and commercial agents.

Promoting ethical behaviour

Ethical behaviour is a fundamental pillar of Fugro’s corporate culture. It informs decision-making, fosters collaboration, and strengthens trust with clients, business partners, and stakeholders. Fugro’s values and ethical standards are actively promoted through regular communication and comprehensive training programmes. Leadership plays a key role in reinforcing these principles by engaging in discussions and promoting ethical conduct across the organisation. One of the key initiatives is the annual Value Awards, which recognise employees who demonstrate Fugro’s company values in their daily work. These awards highlight outstanding contributions in four categories: We are determined to deliver, We build trust, We do what’s right, and We prepare for tomorrow. By recognising and rewarding ethical behaviour, these awards encourage employees to uphold the highest standards of integrity and responsibility. In addition, Fugro’s global compliance team facilitates interactive workshops and discussions to help employees navigate ethical challenges in their roles. These initiatives ensure that the commitment to ethical conduct is embedded in daily operations, reinforcing a culture of integrity and excellence throughout the organisation.

Code of Conduct training

All new employees and contingent workers are required to complete a Code of Conduct training to ensure they understand Fugro’s expectations and how compliance applies to their daily work. The Code of Conduct training consists of interactive e-learning modules with real-life scenarios, questions, and exercises covering key topics such as:

- Workplace conduct: Health and safety, respect, non-discrimination and equal opportunity, and conflict of interest
- Business integrity: Anti-corruption, gifts and entertainment, and handling confidential information
- Regulatory compliance: Accurate record-keeping and competition law

Each module also explains how employees can raise concerns and why speaking up matters so everyone feels confident in reporting misconduct or unethical behaviour. The completion rate for the mandatory Code of Conduct e-learning modules was 94% in 2024.

Prevention and detection of bribery and corruption

Fugro is committed to conducting business with integrity and expects the same from all business partners. Fugro considers all employees to be functions at risk with regards to bribery and corruption. Therefore, the Code of Conduct training covering bribery and corruption is mandatory for all new employees and contingent workers, the Executive Leadership Team, and the Supervisory Board.

Operating in jurisdictions with higher bribery risks, Fugro takes proactive steps to minimise exposure, particularly in government interactions and port activities. In vessel operations, Fugro is transitioning to a single global port agent to minimise the risk of facilitating payments. Across all projects, Fugro strives to ensure contracts include strong anti-bribery clauses and that compliance expectations are clear.

Fugro communicates its anti-bribery stance to suppliers and third parties through its supplier and partner code of business principles. A structured, risk-based due diligence process is being implemented, which enables the identification and mitigation of risks related to bribery, corruption, and other compliance concerns before entering into business relationships.

Compliance monitoring

To reinforce ethical conduct, including prevention of bribery and corruption, and adherence to the Code of Conduct, Fugro requires annual compliance declarations from senior management worldwide. These declarations confirm their compliance with the Code of Conduct, related policies and procedures. For 2024, 100% of these senior managers have submitted their completed forms.

Fugro’s internal audit department plays a crucial role in monitoring adherence to the Code of Conduct, its related policies, and the supplier and partner code of business principles. This department conducts regular audits and reviews to ensure compliance across all levels of the organisation. The Director Internal Audit is part of Fugro’s Corporate Integrity Committee.

Partnerships

Fugro has various joint ventures, requiring robust due diligence and ongoing monitoring to manage compliance and operational risks. This includes regular screening of partners through an online screening tool and, when necessary, enhanced due diligence by an independent expert agency. Partnership agreements include anti-bribery clauses. At the end of 2024, Fugro had 29 active joint ventures and partnerships, all of which undergo regular risk-based screening.

Fugro also engages with commercial agents, who are screened by an independent agency at least every two years, or more frequently if needed. Fugro’s standard agency agreement sets clear compliance obligations, including guidelines for fees, regular reporting, and audit rights. Each agent is continuously screened against updates to sanctions lists and Politically Exposed Person (PEP) status. By the end of 2024 there were four commercial agents. Every year, agents are required to sign a compliance declaration confirming adherence to Fugro’s policies.

International sanctions

Fugro strictly adheres to international sanctions regulations and does not engage in work with sanctioned territories, restricted entities, or individuals. For any high-risk projects or business engagements, prior approval is required from Fugro’s Board of Management or General Counsel / Chief Compliance Officer. This approval process includes a comprehensive compliance review, assessing the scope of work, involved third parties, and applicable sanctions risks to ensure full compliance with regulatory requirements.

To further strengthen compliance, Fugro is integrating supplier sanctions screening into its structured supplier due diligence process. As part of this process, suppliers will be screened against sanctions lists and Politically Exposed Persons (PEP) databases, with ownership structures assessed to enhance risk mitigation and prevent engagement with restricted parties.

Incidents of corruption or bribery

In 2024, there were no convictions or legal cases for violations of anti-corruption and anti-bribery laws, therefore no fines resulted from violations. Additionally, there were no incidents or violations of our anti-corruption policy that resulted in the termination or non-renewal of contracts. No further actions were necessary due to breaches in procedures and standards related to anti-corruption and anti-bribery.

Speak Up procedure

Fugro is committed to fostering a safe, open, and ethical workplace culture, where employees and stakeholders feel empowered to speak up without fear of retaliation. Open dialogue is encouraged, and employees are urged to raise concerns directly with colleagues, managers, or HR representatives. If this is not possible or comfortable, they can use Fugro’s Speak Up procedure, a confidential and secure reporting channel available to all stakeholders, including employees, contingent workers, customers, suppliers, value chain workers, and community members.

The Speak Up procedure is a core element of Fugro’s compliance programme and is accessible through multiple channels. Employees can access it on the intranet in the company’s most relevant working languages, along with additional guidance and a webinar for employees and managers. External reporters can find it on Fugro’s website, although we did not investigate whether value chain workers and community members are aware of and trust the Speak Up procedure. Reports can be made through various channels, and all cases are handled with confidentiality and fairness, following a clear internal investigation process overseen by the Corporate Integrity Committee. One of the key reporting channels is Fugro’s independent external reporting line, operated by Convercent, which is available 24/7, online and by telephone, in over 50 languages. Managed by a third-party provider, Convercent ensures that reported data is stored securely outside the company, allowing individuals to report concerns with complete confidence and the option to remain anonymous. Fugro enforces a strict non-retaliation policy to protect anyone who raises concerns in good faith, including whistleblowers. Reports are treated with the highest level of confidentiality, and investigations are conducted promptly, fairly, and in alignment with the European Whistleblower Protection Directive.

The Corporate Integrity Committee, which consists of the Group Director of Human Resources, Director of Internal Audit and General Counsel / Chief Compliance Officer, oversees investigations and reports significant matters to the CEO and CFO. If a violation is confirmed, the committee recommends appropriate remedial actions, ensures these are implemented, and monitors their effectiveness. To strengthen trust in the Speak Up programme, Fugro integrates Speak Up training into its Code of Conduct learning and compliance training. Employees receive clear guidance on how to report concerns, what types of issues to report, and the protections in place.

In May 2024, Fugro launched a Speak Up awareness campaign for seafarers in the workforce to further promote the programme and encourage employees to use the reporting channels when needed. Fugro regularly evaluates the effectiveness and trust in the Speak Up programme. Employee engagement surveys include specific questions about trust in the procedure, ensuring it remains a reliable tool for ethical reporting.

Incidents, complaints and severe human rights impacts

In 2024, Fugro received 44 reports through its Speak Up procedure regarding potential violations of the Code of Conduct or its underlying policies. Of these, 10 reports related to (perceived) discrimination or harassment, with five confirmed incidents. The remaining 34 reports covered concerns such as alleged accounting misrepresentation, conflicts of interest, financial or safety issues, and general employee relations matters. All reports were thoroughly investigated by the Corporate Integrity Committee, and where necessary, appropriate organisational and/or disciplinary measures were implemented. As of the end of 2024, two investigations remain ongoing. No reports resulted in fines, monetary penalties, or compensation for damages. Additionally, no severe human rights impacts were reported, and no complaints were filed with National Contact Points for OECD Multinational Enterprises. Approximately 70% of reports were submitted anonymously, which means they cannot always be traced to a specific stakeholder group. To the extent possible, Fugro monitors the number of reports across stakeholder groups as an indication of the level of awareness of the Speak Up procedure.

Speak Up reports

	2024	2023	2022
Total number of reports	44	14	21
(Partially) substantiated	20	4	7
Unsubstantiated	16	5	8
Undetermined ¹	6	2	5
In review	2	3	1

¹ Due to lack of information and absence of response during the investigation, usually by an anonymous reporter.

Political influence and lobbying activities

Fugro has an active role in several industry associations, professional organisations, groups, and forums related to our industry to support its business goals and strategy on issues such as the energy transition, offshore wind development, ocean health, coastal resilience, sustainable shipping and data sharing solutions. Moreover, Fugro’s CEO Mark Heine was present at various high level ministerial meetings on the energy transition, critical raw materials and climate change adaptation, among other topics. Fugro was a partner of the Ocean Pavilion during COP29 in Azerbaijan recognising the importance of the ocean in climate and supporting efforts to expand ocean science and improve ocean health worldwide. Through its partnership in the IOC – UNESCO Ocean Decade programme, Fugro provides ongoing and tangible support to these goals.

In 2024, Fugro became a patron of the UN Global Compact Ocean Stewardship Council. As a patron Fugro joined the Ocean Leaders’ Group, a high-level body that shapes the coalition’s strategic direction and policy recommendations. The coalition aims to bring the business voice to UN processes, broaden principle-based sustainable ocean business, advance the business community’s leadership towards the 2030 Agenda, drive science-based ocean-climate action, and scale up blue finance. In 2024 the coalition called on the International Maritime Organisation (IMO) to support a global regulatory framework that, in a just, inclusive, ambitious and timely manner, accelerates the use of low- and zero-emission fuels.

In accordance with Fugro’s Code of Conduct, no financial or in-kind political contributions were made. Fugro’s limited lobbying activities are aligned with Fugro’s strategy to support the energy transition and climate change adaptation, and are overseen by the CEO and General Counsel. For example, Fugro engaged with the Dutch Ministry of Infrastructure and Water Management for effective regulation for uncrewed surface vessels (USVs). On a European level, Fugro provided feedback on the

EU Monitoring, Reporting and Verification of ships' emissions (MRV) to the European Commission, especially to clarify the applicability of the MRV to different types of offshore vessels. In recognition of Fugro's proactive contributions across various platforms, Fugro has been invited to participate in a European Commission workstream on developing future guidelines for MRV and ETS implementation for offshore vessels. The workstream is part of the European Sustainable Shipping Forum (ESSF), a platform established by the European Commission to facilitate dialogue, exchange technical knowledge, and coordinate efforts among the Commission, Member States' authorities, and maritime transport stakeholders.

Fugro has regular contacts with Dutch embassies in various key markets to provide input and support for trade missions. Fugro also interacts with various embassies in the Netherlands on roundtable sessions and events on policy related topics. We also have frequent contacts with embassies of the United Kingdom, Australia and the US.

Only in the US, Fugro hired a professional lobby consultancy firm to support Fugro in monitoring and engaging on federal legislative, regulatory and policy matters related to Fugro's core business activities. In general, these activities are in support of policies and regulations that support the US' energy transition and climate mitigation goals. In 2024, EUR 188,000 was spent on advocacy (2023: EUR 78,000), primarily focused on legislation and policies related to the acceleration of offshore wind development, funding of coastal infrastructure and resiliency, and development of a regulatory framework to support the use of uncrewed surface vehicles in US waters. These efforts are aligned with Fugro's purpose and support our energy transition, sustainable infrastructure, and climate change adaptation strategies.

Memberships of associations

Fugro is a member of a wide variety of associations on a global, regional and national level supporting its strategy and business goals such as sustainable development, the energy transition, ocean health, coastal resilience, sustainable shipping and data sharing solutions. Fugro has board positions in a number of these associations, including the Association of Dutch Suppliers in the Offshore Energy Industry IRO (Mark Heine, Fugro's CEO, serves as chairman), National Offshore Industries Association USA (NOIA) and International Marine Contractors Association (IMCA).

Fugro engages in a range of activities and interactions with various other associations through its memberships. These memberships of associations include Netherlands Business Council (VNO NCW), Royal Dutch Shipowners Association (KVNR),

CIO Platform, Wind Europe, Global Wind Energy Council, Renewable UK, The Netherlands British Chamber of Commerce (NBCC), Energeo, American Society of Civil Engineers (ASCE), Association of International Energy Negotiators (AIPN), Marine Technology Society (MTS), The Royal Institute of Navigation, The Hydrographic Society of America (THSOA), Asia Wind Energy, Australasian Hydrographic Society, Institute for Marine Engineering, Science and Technology (IMAREST), Institute of Navigation (ION), International Cable Protection Committee, SubOptic, and Society of Underwater Technology.

Payment practices

During 2024, Fugro settled its invoices on average within 54 days, calculated on invoice count from the date when the contractual or statutory term of payment starts to be calculated. Actual payment data were available for 72% of 2024 procurement value. The standard payment term for companies and governmental organisations is 60 days unless other arrangements are specified in the contract. Fugro recognises small and medium enterprises (SMEs), identified according to local legal definitions, as a special supplier category. Fugro has the policy to pay invoices from SMEs and self-employed professionals in 30 days in countries where this is legally required. In 2024, supplier payment data are not yet specified by supplier category. From January 2025, Fugro's supplier payment policy covers payment of SMEs and self-employed professionals within 30 days for its global finance operations, unless other arrangements apply in the relevant jurisdiction.

Per 31 December 2024, no legal proceedings were outstanding for late payments.

Data privacy and security

Data privacy

Fugro is committed to maintaining high privacy standards globally and has established a comprehensive privacy compliance programme to safeguard personal data. This includes global privacy and data protection principles that set clear standards for how personal data is processed across the organisation. Awareness of data privacy matters continues to grow, reflected the growing number of requests for data protection impact assessments, consultations on potential data and/or security breaches, requests for specific data protection training, and regular advice sought on various data protection topics. In 2024, one personal data breach was reported to relevant Data Protection authorities, compared to zero in 2023. Throughout the year, Fugro's Compliance and Information Security teams worked closely to enhance breach response procedures, ensuring a structured and swift approach to managing potential incidents. Additionally,

the Compliance team has supported the shaping of Fugro’s AI strategy, ensuring that privacy considerations are integrated into the development and deployment of AI technologies. By embedding data protection principles into emerging technologies, Fugro continues to strengthen its privacy framework while supporting innovation and responsible data use.

Information security

Fugro is focused on robust information security measures and cybersecurity controls in order to avoid incidents and minimise the impact when they do occur. Fugro has adopted advanced systems and best practices to prevent, detect, and address identified security risks effectively. These measures protect the organisation against malicious attacks, and safeguard Fugro’s operations, reputation, financial stability, and intellectual property. As information security threats continue to evolve, Fugro is dedicated towards strengthening its security resilience. This is accomplished through a multi-layered defense strategy, consisting of regular security risk assessments, comprehensive security awareness activities, and thorough security incident response readiness.

The company’s information security approach is centered around internationally recognised standards. The board of management receives quarterly updates on the key information security risks as well as on progress made against the information security roadmap. The roadmap has a rolling forecast and is in line with the changing landscape of cyber threats and includes prioritised actions to address the highest threats. Alongside technical measures, the company prioritises staff awareness through regular phishing simulations and tailored training programs, ensuring teams – particularly those handling critical information and at most risk – are well-equipped to recognise and respond to potential threats.

While various cybersecurity threats to Fugro exist, ransomware remains one of the most significant ones, along with unauthorised access to our intellectual property and data. To proactively mitigate these threats, Fugro has adopted a multifaceted strategy that is continuously evaluated and adjusted as necessary. This ensures we uphold the confidentiality and integrity of our data, protect the assets that underpin our innovation and continue meeting customers’ expectations by providing reliable services.

In response to the growing requirement from clients for assurance on information security, we use ISO 27001 certifications as a key demonstration of our commitment. Throughout 2024, various Fugro entities have successfully renewed and maintained their ISO 27001 certification, now updated to the latest 2022 version of the standard. To meet

the increasing expectations from our clients, we plan to extend the ISO 27001 certification to additional entities, further reinforcing our dedication to maintaining the highest security standards across our operations.

As Fugro operates in a diverse range of business areas, each with unique requirements and challenges, we transitioned to a risk-based approach. In this way, we can tailor our security measures to address the specific risks and needs of each business area.

This flexibility ensures that security protocols are both effective and practical, allowing our teams to operate efficiently while maintaining robust security standards. To support this transition, new tools and capabilities have been introduced. Additionally, significant efforts have been made towards enhancing the maturity of Fugro’s business continuity.

Annex

ESG accounting disclosures

Disclosures in relation to specific circumstances

Omission of sensitive information

Fugro does not disclose the amount of capital expenditure involved in the fleet transition plan as this is considered sensitive information.

No exemptions due to impending developments

The exemption from disclosure of impending developments or matters in the course of negotiation, as provided for in articles 19a(3) and 29a(3) of Directive 2013/34/EU, has not been used.

Time horizons

Short term is defined as within the year following the reporting period. Medium term is in the next three to five years. Long term is more than five years.

Changes in preparation or presentation of sustainability information

The consolidation scope of HR and HSSE metrics has been aligned with ESRS. Previously, HR and HSSE metrics included all subsidiaries under Fugro's operational control. From 2024, the financial consolidation scope is applied. The difference between the operational control scope and the financial control scope concerns three joint ventures where Fugro has operational control but no financial control: SOCAR-Fugro LLC in Azerbaijan, Fugro-ETW in Iraq and Fugro IOVTEC Co. Ltd. In Taiwan.

Reporting errors in prior periods

No reporting errors in prior periods were found.

Disclosures stemming from other legislation or generally accepted sustainability reporting pronouncements

Not applicable

Use of phase-in provisions in accordance with Appendix C of ESRS 1

Fugro uses the following phase-in provisions, meaning these disclosure requirements for material topics are not reported for 2024:

- the information prescribed by ESRS 2 SBM-3 paragraph 48(e) (anticipated financial effects)
- the information prescribed by ESRS E1-9: Anticipated financial effects from material physical and transition risks and potential climate-related opportunities
- the information prescribed by ESRS E4-6: Anticipated financial effects from biodiversity and ecosystem-related risks and opportunities
- ESRS S1-7 Characteristics of non-employee workers in the undertaking's own workforce
- ESRS S1-11 Social protection
- ESRS S1-12 Persons with disabilities
- ESRS S1-13 Training and skills development: average number of training hours per employee
- ESRS S1-14 The data points on cases of work-related ill health and on number of days lost to injuries, accidents, fatalities and work-related ill health
- ESRS S1-14 Health and safety indicators for non-employees (Note: Non-employees are included in the safety indicators but not yet reported as a separate category)
- ESRS S1-15 Work-life balance.

Risk management and internal controls over sustainability reporting

The Board of Management is responsible for the contents of the annual report. Group Sustainability coordinates the sustainability reporting content and maintains ESRS-based reporting manuals for GHG emissions, HSSE, HR, and Compliance. In addition, information is collected from Group Strategy, Global Communication, IT, Fleet Services, and Procurement.

Health and safety data are extracted from the global HSSE system, HR data from the global HR system. Fugro's subsidiaries report their fuel and renewable/non-renewable electricity consumption and related scope 1 & 2 emissions in the group's consolidation system. Fuel consumption and related GHG emission data from vessels is collected via the digital operational management system. Vessel environmental management information is maintained in the fleet management system. Each of these systems is operated with checks and balances to safeguard data quality. In addition, two new platforms are being introduced to collect ESG information of suppliers.

Group Sustainability verifies the consistency of environmental, social and governance data from different source systems with the relevant definitions. Group sustainability assesses the inherent risks of potential errors in different types of environmental, social and governance data, and the residual risk after applying internal controls. Group Sustainability and Internal Audit identify the data quality controls for environmental, social and governance data and assess their effectiveness.

The main inherent risks recognised for sustainability reporting relate to the priority environmental and social KPIs:

- Incomplete reporting of GHG emissions. The majority of scope 1&2 emissions comes from owned and chartered vessels (larger than 25 meter). Fuel consumption is part of operational data registered in daily journals by the vessel master for owned vessels and the party chief for chartered vessels. Fleet Services perform monthly data quality checks on fuel consumption and GHG emission data for all vessels larger than 25 meter. GHG emissions from other sources are reported annually by entity financial controllers in the financial consolidation system. Group Sustainability communicates clear instructions and performs rigorous data quality checks. The residual risk of incomplete reporting of GHG emissions is low.
- Incomplete reporting of HSSE incidents. Group HSSE, together with regional and local HSSE management control data quality in Fugro's HSSE incident registration software. Strict HSSE procedures and reporting instructions are regularly communicated through training, management site visits and safety moments. The residual risk of incomplete reporting of HSSE incidents is low.
- Incomplete information on ESG impacts in the value chain. Fugro started the implementation of a global tool to collect ESG information of suppliers. The likelihood of incomplete information of ESG impacts in the value chain is high, pending the implementation of a more robust supplier due diligence process in 2025.

Group Sustainability regularly convenes with Internal Audit and Internal Control functionaries, to safeguard the monitoring of ESG-related risks and controls as part of Fugro's risk management framework and internal control framework.

Internal Audit reports their ESG-related findings to the BoM, the ELT and the Audit Committee.

Significant uncertainties affecting quantitative metrics

Value chain estimation in the calculation of scope 3 GHG emissions

The spend-based method was applied for most of scope 3 GHG emission categories. Spend-based calculations apply global supply chain emission factors per sector. These emission factors do not take into account differences between individual companies (suppliers), nor differences in energy efficiency or energy sources between regions. Activity-based scope 3 calculations were made for fuel and energy related emissions, business travel, employee commuting and (partly) investments. These calculations are more accurate than the spend-based method, however, still represent estimated emissions. Actual scope 3 GHG emissions are likely to be different than calculated scope 3 GHG emissions. 33% of Fugro's 2024 scope 3 GHG emissions used primary data and 67% used spend-based method. In the medium term, Fugro will focus on engagement with suppliers to encourage them to set emission reduction targets, and explore the possibilities to collect supplier GHG emission data. In the long term, the scope 3 calculation approach will be aligned with the availability and accessibility of reliable supplier GHG emission data.

Value chain estimation in safety incident rates: Sub-contractor exposure hours

Fugro reports safety incident rates (total recordable case frequency (TRCF) and lost time injury frequency (LTIF)) for employees, contingent workers and contractors combined. Safety incident rates are calculated as number of incidents per million exposure hours. For sub-contractors – companies hired by Fugro to deliver a specific package of work under a contract – the exposure hours are often estimated based on the amount invoiced by the sub-contractor. The actual number of hours worked by sub-contractor employees could be different from the estimated number of hours.

Definitions related to greenhouse gas emissions

Rationale of base year choice for GHG reduction targets

The year 2022 was chosen as the baseline year for our absolute GHG emissions reduction targets, because it was the first operation year after COVID-19, where the best quality data were available and representative of Fugro’s normal business performance. For the vessel emission intensity target, 2020 is the baseline year because the first target was set in 2021.

Types of greenhouse gases Fugro reports on (CO₂ equivalent)

As fuel combustion leads to release of carbon dioxide, methane, nitrous oxide and in different compositions depending on the type of fuel, Fugro reports on greenhouse gas emissions in CO₂ equivalent, including the amount of methane and nitrous oxide in CO₂ equivalent based on their global warming potential.

Since Fugro has no production facilities and only uses air conditioning and refrigerators in its offices, other workspaces, and vessels for normal household use,

Fugro does not report fugitive emissions as these are not material. A high-level estimation of fugitive emissions from cooling (based on an industry average of fugitive emissions per m² office space), resulted in fugitive emissions estimated at 0.4% of scope 1 emissions.

Every five years, Fugro reviews and, if necessary, recalculates its GHG reduction targets following the most recent criteria. This includes re-assessing the materiality of fugitive emissions. The significance threshold for emissions recalculations has been set at 5%.

Scope 1 GHG emission calculation methodology

Fugro applies the Greenhouse Gas Protocol reporting standard. The majority of Fugro’s scope 1 emissions comes from the consumption of marine gas oil (MGO) of its vessels, including by third-party chartered vessels of which Fugro has operational control. Other scope 1 emissions are caused by fuel consumption of cone penetration testing trucks, vehicles, aircraft and the operation of rigs and other assets. Scope 1 emissions are calculated by multiplying the fuel consumption in the period with the applicable CO₂ equivalent conversion factors for MGO, diesel, gasoline and aviation fuel, as published by the UK government Department for Business, Energy & Industrial Strategy (published 8 July 2024).

Scope 2 GHG emission calculation methodology

Scope 2 emissions largely come from electricity consumption of Fugro’s offices, laboratories and other facilities. The location-based method reflects the average emissions intensity of grids on which energy consumption occurs. For the scope 2 emissions according to the location-based method, Fugro applies the IEA national grid emission factors published in the reporting year.

The market-based method reflects emissions from electricity that companies have purposefully chosen. It derives emission factors from contractual instruments, which include any type of contract between two parties for the sale and purchase of energy bundled with attributes about the energy generation, or for unbundled attribute claims. For the market-based method to calculate scope 2 emissions, contractual instruments are considered. Fugro collects activity data of electricity, steam, heat and cooling per entity and applies the market-based emission factor hierarchy: energy attribute certificates such as Guarantees of Origin and Renewable Energy Certificates, electricity contracts, supplier specific emission factors, regional and national grid-average emission factors.

Scope 3 GHG emission calculation methodology

Scope 3 emissions relate to upstream emissions and investments; other downstream emissions are negligible. Following the Greenhouse Gas Protocol, Fugro’s scope 3 emissions are categorised as purchased goods and services, fuel and energy related emissions (not included in scope 1 or 2), capital goods, upstream transportation and distribution, waste generated in operations, business travel, employee commuting and investments. The other scope 3 categories are not material when considering Fugro’s operations and services. Activity data combined with relevant emission factors published by the UK government Department for Business, Energy & Industrial Strategy were used to calculate emissions from (well-to-tank) fuel and energy related emissions, business travel, employee commuting and (partly) investments. The spend-based method was applied for the other categories, using supply chain GHG emission factors based on environmentally-extended economic input-output models provided by the US Environmental Protection Agency (EPA), adjusted for inflation and exchange rate.

Vessel CO₂ emission intensity

CO₂ emissions from fuel combustion of the vessels, both owned and chartered, in tonnes of CO₂ per operational day. An operational day is when the vessel is being used for actual business-related project work, including project related transit, preparation and testing. Non-operational days relate to downtime, planned maintenance or idle time. For each vessel, the fuel consumption (on both operational and non-operational days) is multiplied with the density factor (source: Bunker Delivery Note) and the CO₂ emission factor (source: latest edition of the International Maritime Organisation (IMO) GHG studies). The outcome is total CO₂ emissions in the period per vessel. The sum of total CO₂ emissions for all vessels is divided by the sum of operational days for all vessels.

Share of energy consumption in Fugro offices from renewable sources

Part of the electricity consumption in Fugro offices from renewable sources such as solar, wind, hydro, thermal and tidal energy. This includes renewable energy generated on Fugro sites and renewable energy purchased via contractual instruments.

Energy consumption calculation methodology

To calculate energy consumption in Megawatt-hour (MWh), the consumption volume is multiplied by the density and the net calorific value. The net calorific value of each fuel is obtained from governmental sources. Different fuel types include natural gas, diesel, gasoline, marine gas oil (MGO), jet kerosene, bioethanol and HVO.

Definitions related to own workforce Safety performance metrics for employees, contingent workers and contractors combined

Total recordable cases (TRC), total recordable case frequency (TRCF), lost time injury frequency (LTIF) and days lost due to work-related injury or illness reporting is for employees, contingent workers and contractors combined. Fugro's HSSE policy is directed towards optimal safety of all employees, non-employees in the workforce and contractors alike, and therefore this distinction has not been made in safety performance metrics for management purposes. The ESRS-required split for safety metrics has been implemented per January 2025.

Lost time injury frequency (LTIF)

Sum of injuries resulting in fatalities, permanent total disabilities and lost workday cases per one million exposure hours. A lost workday case is a work-related injury or illness which results in a person being unable to perform their normal work or restricted work on any day after the day on which the injury /illness occurred. LTIF covers employees, contingent workers ('non-employees in the workforce') and contractors in all Fugro's activities.

Days lost due to work-related injury or illness

Number of calendar days on which the person was unable to work as a result of a work-related injury or illness. Data on work-related illness is limited to self-reported cases due to the protection of personal (medical) data (GDPR).

Total recordable case frequency (TRCF)

Sum of injuries resulting in fatalities, permanent total disabilities and lost workday cases, restricted work cases and medical treatment cases per one million exposure hours. TRCF covers employees, contingent workers

('non-employees in the workforce') and contractors in all Fugro's activities.

Completed 'Managing Safely in Fugro' courses

Number of completed 'Managing Safely in Fugro' courses in the reporting year, covering employees and contingent workers.

Completed mandatory annual Life Saving Rules e-learning

Number of completed mandatory annual Life Saving Rules e-learning as a percentage of headcount of employees and contingent workers per the end of the reporting period. Number of completions includes those who completed the course in the reporting year, plus those who completed the course after October 1st of the previous year (they did not have to repeat the course as they were already deemed compliant).

Employees

Individuals who are in an employment relationship with Fugro according to national law or practice.

Number of employees by gender

Headcount per 31 December per gender category based on the employee's choice in the global HR system: male, female, non-binary ('other') or not disclosed ('not reported').

Percentage of women in senior management

Number of women in defined senior management positions as share of total number of defined senior management positions, based on headcount per the end of the reporting period. Senior management positions include the Board of Management, the Executive Leadership Team and key management positions.

Employee turnover rate

The aggregate of the number of employees who left Fugro voluntarily or due to (temporary) contract termination, dismissal or retirement, divided by average headcount in the reporting year.

Voluntary employee turnover rate

Total number of resignations divided by average headcount in the reporting year, covering all staff on an employment contract and excluding contingent workers.

Number of completed courses at Fugro Academy

Total number of courses completed by employees at Fugro Academy during the reporting year, including classroom, on site, online and virtual training.

eNPS

The employee net promoter score is a globally recognised measurement of employee engagement, loyalty and satisfaction. eNPS is a representation of the percentage of promoters minus the percentage of detractors and is expressed as a figure from -100 to +100. During the survey, employees answer, amongst others, the question how likely they are to recommend Fugro as an employer to someone else. Employees answering the above question with a 6 or lower are known as detractors and those with a score of 9 or 10 are promoters. Scores of 7 or 8 are passives and not included in the calculation.

Percentage of eligible employees who participated in performance reviews

Number of employees who have completed a performance review with their manager in the reporting year, as a percentage of the number of employees eligible for a performance review: number of employees per 16 February of the reporting year who were hired on or before 1 September of the previous year, and not on long term leave when the performance was launched.

Code of Conduct training coverage

Cumulative number of completed mandatory Code of Conduct e-learning as a percentage of headcount of employees and contingent workers per the end of the reporting period.

Other definitions

Number of alleged violations of Code of Conduct

All suspected violations of the Code of Conduct and/or of its underlying policies reported through one of the channels of the Speak Up procedure during the reporting year.

Net promoter score

Net promoter score is a globally recognised measurement of client loyalty and satisfaction, taken by asking clients how likely they are to recommend Fugro to someone else, on a scale from 0 – 10 (lowest to highest score). Net promoter score is a representation of the percentage of promoters minus the percentage of detractors, and is expressed as a figure from -100 to +100. Those customers answering the above question with a 6 or lower are known as detractors and those with a score of 9 or 10 are promoters. Scorers of 7 or 8 are passives and not included in the calculation.

R&D spend as share of revenue

R&D spend consists of the operating expenses of Fugro's innovation centres, mainly personnel expenses. The R&D spend is related to total group revenue.

Renewables, infra and water as percentage of total revenue

Revenue in the market segments renewable energy, infrastructure, and water (nautical), as a percentage of total revenue.

Revenue in the market segment renewables

Revenue in the market segment renewables (in EUR million) is an indicator of Fugro's contribution to the energy transition. Fugro's activities in the renewable energy market segment are site characterisation and asset integrity solutions for renewable energy constructions. For Fugro this market segment consists mainly of offshore wind parks, but also includes onshore wind parks, solar farms, hydropower dams, and constructions to generate energy from tides, waves, and geothermal heat.

DEVELOPING A SAFE AND LIVEABLE WORLD

Seagrass mapping in groundbreaking ecosystem restoration project

Since April 2024, Fugro has been involved in mapping the coastal habitats of the Italian coast as part of the government’s Marine Ecosystem Restoration project. This project aims to restore marine habitats, fortify the national system for observing marine and coastal ecosystems, and map coastal and marine habitats across Italian waters.

Fugro and its partners are deploying various mapping methodologies and AI driven habitat mapping classification techniques. The project includes acquisition of geo-data on a national scale, utilising state-of-the-art sensors, including airborne LiDAR topography, bathymetry and imagery, airborne gravimetry and satellite sensors, vessel-based multibeam echosounders technology, and deployment of one of Fugro’s underwater drones. The collected data will be managed through VirGeo®, Fugro’s cloud-based Geo-data engagement platform.



As an Italian, I am incredibly proud to see Italy leading the way in marine ecosystem restoration. Our participation in this EU Next Generation-funded initiative underscores our unique ability to assist governments and local communities in enhancing coastal resilience and ocean health. Leveraging our advanced Geo-data capabilities, we are committed to preserving coastal ecosystems.

Marco Filippone

Solution director ocean science & hydrography



EU Taxonomy

EU Taxonomy reporting

The EU Taxonomy-Regulation serves as a standardised and mandatory classification system to determine which economic activities are considered as 'environmentally sustainable' in the EU. This year's reporting requirement covers eligibility and alignment for all six environmental objectives, being climate change mitigation, climate change adaptation, sustainable use and protection of water and marine resources, transition to a circular economy, pollution prevention and control, and the protection and restoration of biodiversity and ecosystems.

An activity is considered eligible when it is described in the Delegated Regulations of (EU) 2020/852. To assess whether the activity can also be considered aligned or 'environmentally sustainable', an additional evaluation must be executed to identify whether the specified technical screening criteria in the Delegated Regulations are met. The three alignment criteria encompass 'substantial contribution' to one of the environmental objectives, 'do-no-significant-harm' to the other environmental objectives, and compliance with 'minimum social safeguards' in the value chain of the activity.

Companies are required to report on the proportion of turnover (revenues), capital expenditures (Capex) and operating expenditures (Opex) that's associated with environmentally sustainable economic activities, and to what extent these activities are aligned (i.e. contributing to one or more environmental objectives). These performance indicators are derived from Fugro's consolidated financial statements as follows:

- The turnover KPI is calculated by the proportion of revenue derived from products or services that are Taxonomy-eligible. The denominator for the turnover KPI corresponds to the total revenue in the consolidated statement of comprehensive income for the year ended 31 December 2024 amounting to EUR 2,275.4 million (2023: EUR 2,187.4 million).
- Capital expenditures considered for Taxonomy purposes (Taxonomy-Capex) comprise of additions to property, plant and equipment, additions to intangible assets and additions to right-of-use assets (see notes 17, 18 and 19 of the consolidated financial statements). Additions to goodwill, if any, are not considered.
- Total Taxonomy-Opex is calculated as direct non-capitalised costs incurred for the day-to-day servicing of assets, consisting of research and development costs, short-term leases, maintenance and repair costs and other similar costs, amounting EUR 226.4 million (2023: 205.3 million). This represents 12% of total operating expenditures, comprising of costs of suppliers, personnel expenses and other expenses as specified in notes 8, 10 and 14 of the 2024 consolidated financial statements. Since the costs included in the Taxonomy-Opex are not separately disclosed in the consolidated financial statements, no reconciliation is provided.

EU Taxonomy eligibility

	Turnover		Capex		Opex	
	2024	2023	2024	2023	2024	2023
Taxonomy-eligible activities (%)	38%	35%	56.5%	69.9%	0%	0%
Taxonomy-non-eligible activities (%)	62%	65%	43.5%	30.1%	100%	100%
Total (x EUR million)	2,275.4	2,187.4	297.0	339.7	226.4	205.3

EU Taxonomy alignment

Activity	(x EUR million)			Aligned			Eligible (not-aligned)			Total denominators		
	Turnover	Capex	Opex	Turnover	Capex	Opex	Turnover	Capex	Opex	Turnover	Capex	Opex
4.3 Electricity generation from wind power	-	-	-	862.8	-	-	2,275.4	297.0	226.4			
6.10 Sea and coastal freight water transport, vessels for port operations and auxiliary activities	-	-	-		115.2	-	2,275.4	297.0	226.4			
6.12 Retrofitting of sea and coastal freight and passenger water transport	-	-	-	-	52.5	-	2,275.4	297.0	226.4			
Total	-	-	-	862.8	167.8	-	2,275.4	297.0	226.4			

Application Revenue

Eligible activities relate to climate change mitigation and primarily consider the renewables market segment. Fugro's services and solutions enable the development of offshore wind farms which are a key contributor to the energy transition by generating electricity from renewable sources supporting climate change mitigation. The taxonomy category is predominately 4.3 'Electricity generation from wind power'.

Fugro also considers activities related to coastal protection and flood control as eligible in the taxonomy category '9.1 Engineering activities and related technical consultancy dedicated to adaptation to climate change'. These activities are primarily reported in the water market segment. Economic activities in this market segment may be multi-purpose and thus not exclusively related to climate change adaptation. As a result, reliable actual revenue data on this lower and granular level is

not available on a consolidated basis. These economic activities are therefore excluded from eligible activities in the table below. The impact is considered not material.

The assessment of the three alignment criteria is as follows. Fugro's activities in renewable energy enable the energy transition and as such Fugro expects these activities to be able to make a substantial contribution to climate change mitigation. Fugro's Taxonomy-eligible

EU Taxonomy alignment – Turnover

Economic activities (1)	Code(s) (2)	Absolute turnover (3) (x EUR million)	Proportion of turnover (4) %	Substantial contribution criteria						DNSH criteria ('Does Not Significantly Harm')						Minimum safeguards (17)	Taxonomy aligned turnover, year N-1 (18)	Taxonomy aligned turnover, year N-1 (19)	Category (enabling activity) (20)	Category (transitional activity) (21)
				Climate change mitigation (5) %	Climate change adaptation (6) %	Water and marine resources (7) %	Circular economy (8) %	Pollution (9) %	Biodiversity and ecosystems (10) %	Climate change mitigation (11) Y/N	Climate change adaptation (12) Y/N	Water and marine resources (13) Y/N	Circular economy (14) Y/N	Pollution (15) Y/N	Biodiversity and ecosystems (16) Y/N					
A Taxonomy-eligible activities																				
A.1 Turnover of environmental sustainable activities (Taxonomy-aligned)																				
Turnover of environmental sustainable activities (Taxonomy-aligned)		-	0%															0%	0%	
A.2 Taxonomy-Eligible but not environmental sustainable activities (not Taxonomy aligned activities)																				
Electricity generation from wind power	4.3	862.8	38%	100%	0%	0%	0%	0%	0%	N	N	N	N	N/A	N	N				
Turnover of Taxonomy-eligible but not environmentally sustainable activities (not Taxonomy-aligned activities)		862.8	38%																	
Total (A.1 + A.2)		862.8	38%														0%	0%		
B Taxonomy-non-eligible activities																				
Turnover of Taxonomy-non-eligible activities (B)		1,412.6	62%																	
Total (A+B)		2,275.4	100%																	

* Alignment could not be established due to Fugro's place in the value chain.

For Fugro's own operations, policies and procedures are in place to prevent or minimise any significant harm to the environment and safeguard minimum social safeguards in line with the OECD Guidelines for Multinational Enterprises and the UN Guiding Principles on Business and Human Rights, including the principles and rights set out in the eight fundamental conventions identified in the Declaration of the International Labour Organisation on Fundamental Principles and Rights at Work and the International Bill of Human Rights. Refer to the respective sections of the sustainability statement for more information on this.

Capex

Capital expenditures are reported as eligible when these are related to assets or processes associated with the EU Taxonomy eligible activities. Capital expenditures are reported as aligned, when these are related to assets or processes associated with the EU Taxonomy aligned activities, part of the Capex-plan, or related to the purchase of output from Taxonomy-aligned economic activities and individual measures enabling the target activities to become low-carbon or to lead to greenhouse gas reductions, provided that such measures are implemented and operational within 18 months.

For 2024, 56.5% out of total Taxonomy-Capex (non-IFRS performance measure; reference is made to the reconciliation of non-IFRS performance measures and glossary) of EUR 297.0 million (2023: 69.9% out of EUR 339.7 million) is considered eligible. Capital expenditures that are classified as eligible predominately relate to climate change mitigation and the Taxonomy categories '6.10 Sea and coastal freight water transport, vessels for port operations and auxiliary activities', covering investments in new vessels, USVs and additions to our leased vessels and '6.12. Retrofitting of sea and coastal freight and passenger water transport' including

investments in vessels such as dry-docking. Capital expenditures reported as eligible therefore include certain general investments in vessels as well as capital expenditures specifically related to increasing the efficiency and reducing the carbon footprint of our fleet, with only the latter potentially qualifying as Taxonomy-aligned.

For 2024, zero percent of capital expenditures is reported as taxonomy aligned. General investments in sustaining the fleet are not specifically targeted at reducing fuel consumption of the vessels by at least 15% or enabling attaining Energy Efficiency Ships Index (EEXI) values at least 10% below the EEXI requirements applicable on 1 January 2023, as specified in ANNEX I to Delegated Regulation of (EU) 2021/2139. To reach net-zero carbon emissions from its own operations, Fugro continues to make targeted investments in decarbonisation of its vessels and equipment, and in uncrewed surface vessels (USVs). These investments could potentially meet the criteria referred to above. It is noted however that Fugro's asset base is generally sector-agnostic. While these assets are deployed to support and enable our Taxonomy eligible activities for offshore wind, these assets can also be directed to serve customers in traditional energy markets. When making these investments, it is not possible to meaningfully allocate these to activities that are Taxonomy eligible and potentially Taxonomy aligned, and those that are not Taxonomy aligned. Consequently, none of these investments are reported as Taxonomy aligned.

ESRS disclosure requirements reference table

ESRS topics	Disclosure requirement	Annual Report chapter	Paragraph	
ESRS 2 General disclosures	BP-1	General basis for preparation of sustainability statement	General disclosures	General basis for preparation of sustainability statement
	BP-2	Disclosures in relation to specific circumstances	ESG accounting disclosures	Disclosures in relation to specific circumstances
	GOV-1	The role of the administrative, management and supervisory bodies	Leadership & governance	Profiles Board of Management; Profiles Executive Leadership Team [GOV-1 21c]
			Corporate governance - Fugro's governance structure	Fugro's governance structure [GOV-1 21a,b, GOV-1 22a]
			Corporate governance - Board of Management	Role and responsibilities [GOV-1 22b]
			Corporate governance - Executive Leadership Team	Role and responsibilities [GOV-1 22b,c] Focus areas and expertise [GOV-1 23, GOV-2 26a,b,c] Governance processes and procedures [GOV-1 22b,c, GOV-2 26a] ELT meetings and material topics in 2024 [GOV-1 22d, GOV-2 26a,b,c]
			Corporate governance - Supervisory Board	Profiles Supervisory Board [GOV-1 21, GOV-1 22a] Role and responsibilities [GOV-1 21e, GOV-1 22b,c] Composition and expertise [GOV-1 23] Training and induction [GOV-1 23]
			Corporate governance - Diversity	Diversity [GOV-1 21d]
	GOV-2	Information provided to and sustainability matters addressed by the undertaking's administrative, management and supervisory bodies	Corporate governance - Executive Leadership Team	Focus areas and expertise [GOV-1 23, GOV-2 26a,b,c] Governance processes and procedures [GOV-1 22b,c, GOV-2 26a] ELT meetings and material topics in 2024 [GOV-1 22d, GOV-2 26a,b,c]
			Supervisory Board report	Sustainability [GOV-1 22d, GOV-1 23a] Discussed topics [GOV-1 22d, GOV-1 23a, GOV-2 26a,b,c] Permanent education and knowledge sharing [GOV-1 23a] Composition and expertise [GOV-1 21e]
	GOV-3	Integration of sustainability-related performance in incentive schemes	Remuneration report 2024	Remuneration Board of Management in 2024 (Short-term incentive (STI); Long-term incentive (LTI); ESG and strategic targets) Remuneration Board of Management per 2025
	GOV-4	Statement on due diligence	General disclosures	Statement on due diligence
	GOV-5	Risk management and internal controls over sustainability reporting	ESG accounting disclosures	Risk management and internal controls over sustainability reporting
SBM-1	Strategy, business model and value chain	Profile	Business lines Markets Global player with local presence	
		Strategy	Towards Full Potential strategy Value creation	
SBM-2	Interests and views of stakeholders	General disclosures	Interests and views of stakeholders	
SBM-3	Material impacts, risks and opportunities and their interaction with strategy and business model	General disclosures Topical chapters	Materiality assessment process IRO tables	

ESRS topics	Disclosure requirement	Annual Report chapter	Paragraph
	IRO-1 Description of the process to identify and assess material impacts, risks and opportunities	General disclosures	Materiality assessment process
	IRO-2 Disclosure requirements in ESRS covered by the undertaking's sustainability statement	ESRS disclosure requirements reference table	N/A
	MDR-P Policies adopted to manage material sustainability matters	General disclosures Topical chapters	Minimum disclosure requirements on policies, actions, metrics and targets
	MDR-A Actions and resources in relation to material sustainability matters	General disclosures Topical chapters	Minimum disclosure requirements on policies, actions, metrics and targets
	MDR-M Metrics in relation to material sustainability matters	General disclosures Topical chapters	Minimum disclosure requirements on policies, actions, metrics and targets
	MDR-T Tracking effectiveness of policies and actions through targets	General disclosures Topical chapters	Minimum disclosure requirements on policies, actions, metrics and targets
E1 Climate change	GOV-3 Integration of sustainability-related performance in incentive schemes	Remuneration report 2024	Remuneration Board of Management in 2024 (Short-term incentive (STI); Long-term incentive (LTI); ESG and strategic targets)
	E1-1 Transition plan for climate change mitigation	Climate change	Transition plan - Fugro's roadmap towards 2035 net-zero on scope 1 & 2 Climate change mitigation & adaptation solutions
	SBM-3 Material impacts, risks and opportunities and their interaction with strategy and business model	Climate change	Climate-related risks and opportunities
	IRO-1 Description of the processes to identify and assess material climate-related impacts, risks and opportunities	General disclosures Climate change	Materiality assessment process Climate-related risks and opportunities
	E1-2 Policies related to climate change mitigation and adaptation	Climate change	Transition plan - Fugro's roadmap towards 2035 net-zero on scope 1 & 2
	E1-3 Actions and resources in relation to climate change policies	Climate change	Transition plan - Fugro's roadmap towards 2035 net-zero on scope 1 & 2
	E1-4 Targets related to climate change mitigation and adaptation	Climate change	Greenhouse gas emission reduction targets
	E1-5 Energy consumption and mix	Climate change	Energy consumption & mix
	E1-6 Gross Scopes 1, 2, 3 and Total GHG emissions	Climate change	Greenhouse gas emission profile
	E1-7 GHG removals and GHG mitigation projects financed through carbon credits	N/A	N/A
	E1-8 Internal carbon pricing	N/A	N/A
E1-9 Anticipated financial effects from material physical and transition risks and potential climate-related opportunities	Fugro applies phase-in option		

ESRS topics	Disclosure requirement	Annual Report chapter	Paragraph
E4 Biodiversity and ecosystems	E4-1	Transition plan and consideration of biodiversity and ecosystems in strategy and business model	Biodiversity and ecosystems Biodiversity opportunities
	SBM-3	Material impacts, risks and opportunities and their interaction with strategy and business model	Biodiversity and ecosystems Biodiversity impact drivers from own operations Biodiversity impacts from projects in the downstream value chain Biodiversity opportunities
	IRO-1	Description of processes to identify and assess material biodiversity and ecosystem-related impacts, risks and opportunities	General disclosures Biodiversity and ecosystems Materiality assessment process Introductory paragraph
	E4-2	Policies related to biodiversity and ecosystems	Biodiversity and ecosystems Biodiversity policy
	E4-3	Actions and resources related to biodiversity and ecosystems	Biodiversity and ecosystems Biodiversity impact drivers from own operations
	E4-4	Targets related to biodiversity and ecosystems	Biodiversity and ecosystems Metrics and targets for the prevention of transfer of species
	E4-5	Impact metrics related to biodiversity and ecosystems change	Biodiversity and ecosystems Metrics and targets for the prevention of transfer of species
	E4-6	Anticipated financial effects from biodiversity and ecosystem-related risks and opportunities	Fugro applies phase-in option
S1 Own workforce	SBM-2	Interests and views of stakeholders	General disclosures Interests and views of stakeholders
	SBM-3	Material impacts, risks and opportunities and their interaction with strategy and business model	Own workforce Material impacts, risks and opportunities and their interaction with strategy and business model
	S1-1	Policies related to own workforce	Own workforce Policies related to own workforce
	S1-2	Processes for engaging with own workforce and workers' representatives about impacts	Own workforce Processes for engaging with own workers and workers' representatives about impacts
	S1-3	Processes to remediate negative impacts and channels for own workforce to raise concerns	Business conduct Speak Up procedure
	S1-4	Taking action on material impacts on own workforce, and approaches to managing material risks and pursuing material opportunities related to own workforce, and effectiveness of those actions	Own workforce Diversity, equity and inclusion Wellbeing Adequate wages Talent attraction, learning and development Health, safety and security
	S1-5	Targets related to managing material negative impacts, advancing positive impacts, and managing material risks and opportunities	Own workforce Targets related to own workforce

ESRS topics	Disclosure requirement	Annual Report chapter	Paragraph	
	S1-6	Characteristics of the undertaking's employees	Own workforce	Characteristics of Fugro's employees
	S1-7	Characteristics of non-employees in the undertaking's own workforce	N/A (phase-in 2025)	N/A
	S1-8	Collective bargaining coverage and social dialogue	Own workforce	Collective bargaining and social dialogue coverage
	S1-9	Diversity metrics	Own workforce	Diversity metrics
	S1-10	Adequate wages	Own workforce	Adequate wages
	S1-11	Social protection	N/A (phase-in 2025)	N/A
	S1-12	Persons with disabilities	N/A (not disclosed)	N/A
	S1-13	Training and skills development metrics	N/A (phase-in 2025)	N/A
	S1-14	Health and safety metrics	Own workforce	Health, safety and security
	S1-15	Work-life balance metrics	N/A (phase-in 2025)	N/A
	S1-16	Remuneration metrics (pay gap and total remuneration)	Own workforce	Gender pay gap Remuneration ratio
S1-17	Incidents, complaints and severe human rights impacts	Business conduct	Incidents, complaints and severe human rights impacts	
S2 Workers in the value chain	SBM-2	Interests and views of stakeholders	General disclosures	Interests and views of stakeholders
	SBM-3	Material impacts, risks and opportunities and their interaction with strategy and business model	Workers in the value chain & responsible supply chain	Potential impacts on workers in the value chain
	S2-1	Policies related to value chain workers	Workers in the value chain & responsible supply chain	Policies related to responsible supply chain and workers in the value chain
	S2-2	Processes for engaging with value chain workers about impacts	N/A	N/A
	S2-3	Processes to remediate negative impacts and channels for value chain workers to raise concerns	Business conduct	Speak Up procedure
	S2-4	Taking action on material impacts on value chain workers, and approaches to managing material risks and pursuing material opportunities related to value chain workers, and effectiveness of those action	Workers in the value chain & responsible supply chain	Management of relationships with suppliers
S2-5	Targets related to managing material negative impacts, advancing positive impacts, and managing material risks and opportunities	N/A	N/A	

ESRS topics	Disclosure requirement	Annual Report chapter	Paragraph
S3 Affected communities	SBM-2 Interests and views of stakeholders	N/A	N/A
	SBM-3 Material impacts, risks and opportunities and their interaction with strategy and business model	Affected communities	Affected communities
	S3-1 Policies related to affected communities	Affected communities	Affected communities
	S3-2 Processes for engaging with affected communities about impacts	N/A	N/A
	S3-3 Processes to remediate negative impacts and channels for affected communities to raise concerns	Business conduct	Speak Up procedure
	S3-4 Taking action on material impacts on affected communities, and approaches to managing material risks and pursuing material opportunities related to affected communities, and effectiveness of those actions	N/A	N/A
	S3-5 Targets related to managing material negative impacts, advancing positive impacts, and managing material risks and opportunities	N/A	N/A
G1 Business conduct	GOV-1 The role of the administrative, supervisory and management bodies	Corporate governance	Board of Management Executive Leadership Team Supervisory Board
	IRO-1 Description of the processes to identify and assess material impacts, risks and opportunities	General disclosures	Materiality assessment process
	G1-1 Business conduct policies and corporate culture	Business conduct	Business conduct policies and corporate culture
	G1-2 Management of relationships with suppliers	Workers in the value chain & responsible supply chain	Management of relationships with suppliers
	G1-3 Prevention and detection of corruption and bribery	Business conduct	Prevention and detection of corruption or bribery
	G1-4 Incidents of corruption or bribery	Business conduct	Incidents of corruption or bribery
	G1-5 Political influence and lobbying activities	Business conduct	Political influence and lobbying activities
	G1-6 Payment practices	Business conduct	Payment practices
Entity-specific disclosures	Business resilience	Strategy Financial performance	Towards Full Potential strategy Strategy implementation Financial results 2024 2027 guidance and targets
	High quality solutions	Strategy	High quality solutions
	Data privacy and security	Business conduct	Data privacy and security

Disclosure requirements that derive from other EU legislation

The table below provides an overview ESRS data points that derive from other EU legislation, cf. ESRS 2 Appendix B and where this information can be found if deemed material.

Disclosure requirement and related datapoints		Paragraph	Regulations	Material / Not material	Page
General disclosure					
GOV-1	Board's gender diversity	21(d)	SFDR Benchmark Regulation	Material	121
GOV-1	Percentage of board members who are independent	21(e)	Benchmark Regulation	Material	119
GOV-4	Statement on due diligence	30	SFDR	Material	42
SBM-1	Involvement in activities related to fossil fuel activities	40(d) i	SFDR; Pillar 3 Benchmark Regulation	Material	12
SBM-1	Involvement in activities related to chemical production, controversial weapons, cultivation and production of tobacco	40(d) ii, iii, iv	SFDR Benchmark Regulation	Not material	N/A
Environment					
Climate Change					
E1-1	Transition plan to reach climate neutrality by 2050	14	EU Climate Law	Material	54
E1-1	Undertakings excluded from Paris-aligned Benchmarks	16(g)	Pillar 3 Benchmark Regulation	Material	50
E1-4	GHG emission reduction targets	34	SFDR; Pillar 3 Benchmark Regulation	Material	53
E1-5	Energy consumption from fossil sources disaggregated by sources (only high climate impact sectors)	38	SFDR	Not material	N/A
E1-5	Energy consumption and mix	37	SFDR	Material	57
E1-5	Energy intensity associated with activities in high climate impact sectors	40 - 43	SFDR	Not material	N/A
E1-6	Gross Scope 1, 2, 3 and Total GHG emissions	44	SFDR; Pillar 3 Benchmark Regulation	Material	52
E1-6	Gross GHG emissions intensity	53 - 55	SFDR; Pillar 3 Benchmark Regulation	Material	51
E1-7	GHG removals and carbon credits	56	EU Climate Law	Not material	N/A
E1-9	All disclosures	66, 66(a), (c), 67(c), 69	Pillar 3 Benchmark Regulation	Not material	N/A

Disclosure requirement and related datapoints		Paragraph	Regulations	Material / Not material	Page
Pollution					
E2-4	All disclosures	28	SFDR	Not material	N/A
Water and marine resources					
E3-1 E3-4	All disclosures	9, 13, 14, 28(c), 29	SFDR	Not material	N/A
Biodiversity and ecosystems					
E4, SBM 3	Activities in biodiversity-sensitive areas, impacts related to land degradation, desertification and soil sealing, and operations affecting threatened species	16(a)i, (b), (c)	SFDR	Not material	N/A
E4-2	Sustainable land / agriculture, oceans / seas and deforestation practices or policies	24(b), (c), (d)	SFDR	Not material	N/A
Resources use and circularity					
E5-5	All disclosures	37(d), 39	SFDR	Not material	N/A
Social					
Own workforce					
S1, SBM3	Risk of incidents of forced labour and child labour	14(f), (g)	SFDR	Not material	N/A
S1-1	Human rights policy commitments	20	SFDR	Material	64
S1-1	Due diligence policies on issues addressed by the fundamental International Labor Organisation Conventions 1 to 8	21	Benchmark Regulation	Material	64
S1-1	Processes and measures for preventing trafficking in human beings	22	SFDR	Not material	N/A
S1-1	Workplace accident prevention policy or management system	23	SFDR	Material	65
S1-3	Grievance/complaints handling mechanisms	32(c)	SFDR	Material	79
S1-14	Number of fatalities; number and rate of work-related accidents; number of days lost to injuries, accidents, fatalities or illness	88(b), (c), (e)	SFDR Benchmark Regulation	Material	66
S1-16	Unadjusted gender pay gap; excessive CEO pay ratio	97(a), (b)	SFDR Benchmark Regulation	Material	69; 68
S1-17	Incidents of discrimination	103(a)	SFDR	Material	80
S1-17	Non-respect of UNGPs on Business and Human Rights and OECD Guidelines	104(a)	SFDR	Material	80

Disclosure requirement and related datapoints		Paragraph	Regulations	Material / Not material	Page
Workers in the value chain					
S2, SBM3	Significant risk of child labour or forced labour in the value chain	11(b)	SFDR	Material	72
S2-1	Human rights policy commitments	17	SFDR	Material	72
S2-1	Policies related to value chain workers	18	SFDR	Material	72
S2-1	Non-respect of UNGPs on Business and Human Rights principles and OECD guidelines; due diligence policies on issues addressed by the fundamental International Labor Organisation Conventions 1 to 8	19	SFDR Benchmark Regulation	Material	80
S2-4	Human rights issues and incidents connected to its upstream and downstream value chain	36	SFDR	Material	80
Affected communities					
S3-1	Human rights policy commitments	16	SFDR	Material	74
S3-1	Non-respect of UNGPs on Business and Human Rights, ILO principles or OECD guidelines	17	SFDR Benchmark Regulation	Material	74
S3-4	Human rights issues and incidents	36	SFDR	Material	74
Consumers and end-users					
S4-1 S4-4	All disclosures	16, 17, 35	SFDR Benchmark Regulation	Not material	N/A
Governance					
G1-1	United Nations Convention against Corruption; protection of whistle-blowers	10(b), (d)	SFDR	Material	79
G1-4	Fines for violation of anti-corruption and anti-bribery laws; standards of anti-corruption and anti-bribery	24(a), (b)	SFDR Benchmark Regulation	Material	79; 78

DEVELOPING A SAFE AND LIVEABLE WORLD

Remote pipeline inspections for offshore installation projects

For several years now Fugro has been supporting the shift towards remote and autonomous solutions, as part of the energy transition, with our network of remote operations centres, fleet of uncrewed surface vessels (USVs) and electric remotely operated vehicles (eROVs)

In 2024 Fugro completed two notable remote pipeline inspection and survey projects supporting large offshore installation projects in the Australian energy sector. Fugro carried out the required pre-lay surveys, construction support surveys, as-built surveys, topographic surveys, and touch down monitoring, remotely using our Blue Essence® uncrewed surface vessels and Blue Volta® electric remotely operated vehicles (e-ROVs), reducing the need for traditional survey vessels and large offshore crews. Our USVs conducted over 500 km of survey operations on pipelines in both shallow and deep water.

By transitioning away from larger vessels and bringing more crew members onshore to our remote operations centres, Fugro helps our clients deliver more sustainable projects, reduce their HSE risk, while still delivering accurate and reliable results.



Fugro is proud to be a leader in providing remote and autonomous solutions in the Australian market. Uncrewed surface vessels and electric powered remotely operated vehicles can be a powerful alternative to the traditional crewed vessels reducing fuel consumption by up to 95% compared to conventional vessels, leading to a substantial reduction in the overall carbon footprint of operations.

Mark Wilson

Director remote operations Asia Pacific

