

Sustainability statement

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Together we create a safe and liveable world

Sustainability is at the heart of 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. Through our Geo-data expertise, we deliver insights that support resilient built and natural environments.

We aim to create long-term value for our stakeholders and society through our services. We strive to be a responsible employer and business partner, focusing on the positive impact of our products and services while minimising adverse effects on people and the planet across our operations, supply chain, and client projects.

This sustainability statement outlines 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 a climate transition plan to mitigate these impacts.

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 workplace and a culture of belonging where people can develop their talents and excel. Our commitment extends beyond our own workforce to our value chain. 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 and often complex political, regulatory 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 2025. The consolidation scope is the same as for the financial statements. Greenhouse gas (GHG) 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.

Interests and views of stakeholders

Fugro values strong engagement with its stakeholders and actively seeks their perspectives through regular discussions and consultation on topics such as client solutions, business performance and our role in society. Understanding the interests and expectations of affected stakeholders, enables us to better manage the opportunities and risks that could impact our ability to create long-term value.

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, governments, regulatory authorities, non-governmental organisations, universities, and industry organisations.

To ensure meaningful and regular engagement with these stakeholders, the Board of Management 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 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.

The Public Affairs Committee, which includes the CEO, Public Affairs Manager, General Counsel and Director Brand & Communications has periodic meetings to discuss Fugro's response to relevant societal developments.



Stakeholder	How we engaged in 2025	Topics of discussion	Impact on Fugro's strategy and policies
Clients	<ul style="list-style-type: none"> Client facing personnel engage with clients at all levels: <ul style="list-style-type: none"> Key account management with senior leadership involvement regarding technical advice, proposal reviews and project management. Client surveys. Innovation co-development, business development and ESG alignment. 	<p>Engagements at both executive and operational levels in 2025 were primarily focused on:</p> <ul style="list-style-type: none"> Project performance, HSSE, client satisfaction. Market trends and expectations, specifically the quickly evolving energy markets, particularly slowing down of investments in offshore renewables and an increased emphasis on gas-related projects as a transitional energy source. New technology and innovation in line with clients' strategic objectives, including remote and autonomous operations, CCUS and carbon reduction measures. 	<ul style="list-style-type: none"> Client feedback, from a range of sources including surveys (NPS) or regular interviews with individual key clients, is continuously addressed to improve Fugro's performance and solutions, and the overall client experience. Client views are taken on board in Fugro's strategy development and its innovation roadmap, as well as its net-zero programme (including remote and autonomous solutions), and shared biodiversity ambitions.
Employees	<ul style="list-style-type: none"> Twice a year, we conduct engagement surveys. Local management organises town hall meetings to share information and invite employees to share their thoughts. Groupwide webinars on topics such as mental health and diversity. In various countries, management regularly meets with works councils. 	<ul style="list-style-type: none"> Work environment, safety, wellbeing and work-life balance. Impact of the restructuring programme. Rewards. Culture and values. Speak Up procedure. Training and development. Attraction of new employees in geotechnical and geophysical roles. 	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> CEO, CFO, Director Investor Relations, Director Corporate Finance & Treasury and occasionally Director Sustainability engage with investors and other financial market participants. At results presentations and webcasts, annual shareholder meetings, various group and one-on-one meetings, and calls. 	<ul style="list-style-type: none"> Impact of the challenging offshore wind market on Fugro's revenue, profitability, and cash flow. Fugro's adjustments to its cost structure and capital expenditure profile in response to a significantly altered, lower-growth market landscape. Market recovery outlook and visibility regarding Fugro's mid-term target trajectory. ESG performance and progress on implementing relevant roadmaps. 	<ul style="list-style-type: none"> Investor feedback is periodically discussed with the Executive Leadership Team and Supervisory Board. Insights are incorporated into the development of Fugro's strategy, capital allocation priorities, risk management framework, ESG management, and reporting policies.
Suppliers	<ul style="list-style-type: none"> Fugro's global procurement organisation maintains contacts with global and regional suppliers. Regular business reviews are taking place key suppliers. 	<ul style="list-style-type: none"> Supply market developments and innovation. Quality requirements and supplier performance. Cost optimisation opportunities. Fugro's purchasing terms and conditions including the supplier and partner code of business principles. Legal compliance and compliance with Fugro's procedures. ESG due diligence and EU's Corporate Sustainability Due Diligence Directive. 	<ul style="list-style-type: none"> 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 and processes, which started in 2024, covering key topics such as human rights and carbon emissions.
Society	<ul style="list-style-type: none"> Joint R&D activities with universities and institutes. Fugro is a patron of the UN Global Compact Ocean Stewardship Coalition and a member of the UN Ocean Decade Alliance. Fugro supports the Nippon Foundation/GEBCO Seabed 2030 programme through in-transit bathymetry data sharing. Engagement with various industry organisations, NGOs, cities and municipalities. Targeting positive contributions to the communities in which we live and operate. 	<ul style="list-style-type: none"> 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, for instance by promoting the sharing of industry owned data to support ocean science. Also refer to paragraph Political influence and lobbying activities in chapter Business conduct, and paragraph Contribute to biodiversity protection through partnerships and data sharing in chapter Biodiversity and ecosystems. 	<p>Fugro continues:</p> <ul style="list-style-type: none"> Its contribution to various ocean science initiatives. Collaborating in partnerships to set and roll out industry standards. Sponsoring and other support of local community events.

Double materiality assessment

Through regular engagement, Fugro is aware of the topics relevant to different stakeholder groups, informing our double materiality assessment. In 2025, Fugro reviewed its material impacts, risks and opportunities to identify any changes compared to 2024, and to align Fugro's ESG management focus. The assessment included:

- Confirming that no material changes in the organisational structure or operations occurred in 2025.
- Structured interviews with account managers and internal representatives of key stakeholder groups, following a predetermined format. The relevant topics for key stakeholder groups have been summarised in the Interests and views of stakeholders.
- A thorough climate risk and opportunity assessment including climate scenario analysis, which was supported by external experts. The outcomes are presented in chapter Climate change.
- Employee engagement survey results and supplier due diligence outcomes.
- Visualising Fugro's value chain and clearly linking material impacts, risks and opportunities to own operations, upstream suppliers and downstream clients and projects.
- Aligning impacts, risks and opportunities with ESG risk prioritisation in Fugro's overall risk management framework relying on annual scoring of impact and likelihood.

The assessment mostly confirmed the impacts, risks and opportunities defined in 2024 and informed better descriptions of some of them. Compared to 2024, the topic 'affected communities' was discontinued as a material topic because Fugro's position early on the value chain limits its ability to have knowledge of, let alone influence on, community impacts of client projects. Potential negative impacts of clients' projects on climate change or biodiversity continue to be addressed in the relevant chapters. Business resilience, High quality solutions and Information security (2024: Data privacy and security) were determined not sustainability-related matters and were moved to the Strategy and Financial performance chapters. Data privacy continues to be covered in chapter Business conduct.

The outcomes were validated by Fugro's ESG reporting steering committee consisting of representatives from the sustainability, finance, legal/compliance and investor relations departments, and thereafter presented to the audit committee of the Supervisory Board.

Material topics

Environmental considerations

As the world's leading Geo-data specialist, Fugro provides essential insights for the safe and sustainable design, construction and operation of our clients' large capital projects, as well as monitoring coastal resilience and ocean health. Fugro's expertise creates opportunities from *climate change mitigation and adaptation solutions*.

Fugro operates vessels, jack-up platforms, CPT trucks and other equipment to acquire Geo-data. These assets are still largely operated on fossil fuels, generating *greenhouse gas emissions*, which contribute to climate change. Climate change also poses physical and transition risks for Fugro. Vessel operations can impact *biodiversity* and ecosystems, mainly through underwater noise pollution and the potential transfer of invasive species.

Fugro does not operate industrial production facilities and does not generate significant waste or consume or discharge significant volumes of water. As a result, ESRS E2 Pollution and E3 Water and marine resources are not considered material topics for Fugro. Impacts on marine habitats and contributions to ocean health through knowledge building and partnerships are disclosed in chapter Biodiversity and ecosystems. Resource use and circular economy considerations apply only when ordering new vessels or recycling old ones – situations that were not applicable in 2025. When, in the future, new vessels are ordered or old ones recycled, we will report on the related impacts and risks.

Social and governance considerations

The *health, safety and security* of our people is our highest priority. Fugro is a responsible employer respecting fair *labour practices and human rights*, supported by a *culture of belonging*. Our success depends on *attracting, developing, and retaining* highly skilled talent.

Fugro operates with strong *business ethics and compliance* standards, which are also at the basis of our efforts for a *responsible supply chain*. We focus on health, safety and labour rights for supply chain workers, and encourage our suppliers to reduce GHG emissions.

Value chain

Upstream

We acquire and lease assets for Geo-data acquisition and we contract services



Assets

Our main asset-related supplier categories

- Equipment suppliers
- Third party vessel owners
- Shipyards
- Suppliers of fossil fuels and alternative low-carbon fuels
- Data and cloud services
- IT hardware & software

People

Main people-related supplier categories

- Vessel crewing agencies
- Subcontractors providing engineering and offshore services

Workers in the supply chain include

- Subcontractors
- Seafarers on chartered vessels
- Other supply chain workers

Own operations

- We map and model the Earth's (sub)surface conditions to assess site feasibility for clients' large capital projects, and provide insights into the natural environmental.
- We support asset construction with positioning and visualisation services, and monitor existing assets' condition.
- Our work is powered by advanced robotics, remote operations, and digital solutions.



Assets

We operate owned and leased assets for acquisition of Geo-data, including

- Vessels (traditional and uncrewed)
- Jack-up platforms
- Geotechnical drill rigs
- Remotely operated assets including USVs and ROVs
- CPT trucks and other vehicles

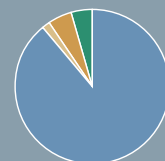
Supported by

- Soil testing laboratories
- Office operations

People

Fugro's workforce consists of

- 89% own employees
- 11% contingent workers on owned vessels, projects and in offices



- Own employees
- Vessel crew employed via crewing agencies
- Contingent workers - project
- Contingent workers - office

Downstream

With Fugro's Geo-data insights and advice, clients build and operate assets safely, efficiently, and sustainably - enabling secure operations and responsible environmental management.



Value created

Fugro's solutions contribute to

 Energy security & transition

 Safe and sustainable infrastructure

 Climate change adaptation

Impacts, risks and opportunities

1 19 20

- Greenhouse gas emissions
- Responsible supply chain
- Health, safety & security
- Business ethics & compliance

1-5 6-10 12-18 20

- Climate change mitigation & adaptation solutions
- Greenhouse gas emissions
- Biodiversity
- Health, safety & security
- Labour practices and human rights of own workforce
- Culture of belonging
- Talent attraction learning & development
- Business ethics & compliance

5 6 10-11

- Climate change mitigation & adaptation solutions
- Greenhouse gas emissions
- Biodiversity

Environmental impacts, risks and opportunities

The IRO numbers in the table are linked to the value chain diagram.

	Material topics	Value chain	IRO	#	Description of impact / risk / opportunity
Environmental					
Climate change	Greenhouse gas emissions	Own operation & upstream	⊖	1	Fugro's activities cause GHG emissions from own operations (scope 1 & 2) and from suppliers (scope 3).
		Own operation	€	2	Climate change-induced extreme weather events could lead to cancellation or delay of projects.
			€	3	Fugro makes critical investment decisions in a context of evolving technologies, markets and regulatory frameworks. These developments can influence the long-term value of such investments.
			€	4	Regulatory risk from new standards and regulations.
		Own operation & downstream	⊖	5	Fugro provides services to clients operating in oil and gas industry, which negatively impacts the environment.
	Climate change mitigation & adaptation solutions	Own operation & downstream	€		
+			6	There are opportunities for Fugro, providing solutions for the renewable energy market as well as for coastal resilience and flood control.	
Biodiversity and ecosystems	Biodiversity	Own operation	+	7	Fugro supports knowledge institutes with data on ocean science including biodiversity.
			⊖	8	Potential short duration negative impacts on marine life because of the underwater noise pollution and vibration generated from Fugro's operation.
			⊖	9	Potential negative impacts on the environment and biodiversity, by introducing invasive species to the region / area where Fugro has projects.
		Own operation & Downstream	+	10	Fugro provides clients with the information to monitor and minimise the negative impacts on biodiversity of their projects.
		Downstream	⊖	11	Potential negative impacts on biodiversity from clients' infrastructure development or clients' operations.

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

Social and governance impacts, risks and opportunities

The IRO numbers in the table are linked to the value chain diagram.

	Material topics	Value chain	IRO	#	Description of impact / risk / opportunity
Social					
Own workforce	Health, safety and security	Own operation	⊖ €	12	Fugro's workforce is subject to health and safety risks, given the operational diversity, technical complexity and geographic spread of its operations.
	Labour practices and human rights of own workforce	Own operation	+	13	Fugro provides growth opportunities and fair terms and conditions of employment.
			⊖	14	Several employees have lost their jobs because of the economic downturn in the offshore wind market.
	Culture of belonging	Own operation	+	15	Creating a culture of belonging has a positive impact on employees' job satisfaction.
			€	16	Decision-making is improved in teams where people learn to listen to each other and take diverse ideas on board.
	Talent management, learning and development	Own operation	+	17	Fugro's focus on life-long learning and development, supported by a robust cycle of performance management, has a positive impact on employees' job satisfaction, growth opportunities, and employability.
€			18	Thanks to its learning & development opportunities, people see Fugro as an attractive company to work for, creating the opportunity to retain and attract talent to consistently deliver high quality projects.	
Workers in the value chain	Responsible supply chain	Upstream	⊖ €	19	Suppliers could potentially have negative impacts on people and the environment. By promoting an ethical way of working and setting expectations to respect human rights, labour standards, health and safety, environment, anti-bribery and corruption, Fugro intends to have positive impacts on people and avoid negative impacts on the environment.
			+		
Governance					
Business conduct	Business ethics & compliance	Own operation & upstream	€	20	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.
+ Positive impact ⊖ Negative impact € Financial opportunity € Financial risk					

Upstream and downstream value chain

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

Operating in numerous countries, Fugro works with a broad and diverse supplier base. For more information on Fugro's main supplier categories and its relationship with these suppliers, please refer to the value chain diagram and chapter Responsible supply chain.

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

- **Health, safety and security of sub-contractors**
Fugro is responsible for health, safety and security of sub-contractor workers on operational sites under Fugro's control. Refer to paragraph Health, safety, and security in chapter Own workforce, and chapter Responsible supply chain.
- **Supplier ESG due diligence**
We uphold human rights, environmental stewardship and ethical business practices in relation to selecting, engaging and collaborating with suppliers, with specific attention to labour practices, health and safety, GHG emissions, anti-bribery and corruption. Refer to chapter Responsible supply chain.
- **Environmental impacts in the downstream value chain**
Fugro considers environmental impacts in the downstream value chain. Refer to chapter Biodiversity and ecosystems.

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 97.

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.

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 and relate to the Fugro group. 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 periodically as an integral part of the management cycle. The frequency of evaluation depends on the availability of data. For instance, employee statistics are monitored on a monthly basis whereas the living wage and gender pay gap assessment are performed twice a year.



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
	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 / business relationships to raise concerns)
Identifying and assessing adverse impacts	General disclosures	Materiality assessment process
	Climate change	Greenhouse gas emission profile
	Biodiversity and ecosystems	Process to identify and assess material biodiversity and ecosystem-related impacts and risks
	Responsible supply chain	Potential impacts on workers in the value chain
	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	Underwater noise pollution
		Invasive species
	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
Responsible supply chain	Management of relationships with suppliers (Supplier due diligence process)	

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 a climate transition plan to mitigate these impacts.

Climate change →

- Climate-related risks and opportunities
- Greenhouse gas emission profile
- Fugro's reduction targets and transition plan

Biodiversity and ecosystems →

- Biodiversity and ecosystem-related impacts and risks
- Contribute to biodiversity protection through client solutions
- Contribute to biodiversity protection through knowledge sharing and partnerships



Climate change

Companies have a pivotal role in reducing GHG emissions to mitigate further global warming and its detrimental impacts on both nature and humanity. Fugro's Geo-data services are instrumental in driving the energy transition and providing climate adaptation solutions. However, Fugro's operations generate GHG emissions, mainly from vessel fuel consumption and, to a lesser extent, from the other assets used for data collection, and upstream suppliers.

Climate-related risks and opportunities

In 2025, Fugro conducted a climate risk and opportunity assessment to better understand and manage the evolving impacts of climate change on its operations, supply chain, and market environment, supporting long-term business resilience. Building on 2020 and 2024 analyses, the assessment followed two structured steps:

1. identification and prioritisation of relevant physical and transition climate risks and opportunities
2. scenario analysis to project these risks and opportunities under different scenarios across Fugro's geographies and covering multiple future time horizons

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.

Identification process

Following up on Fugro's 2020 TCFD assessment (Taskforce for Climate-related Financial Disclosures), and enhanced with insights from public sources, including industry reports and scientific literature, as well as the most recent Fugro-specific business data, climate related risks and opportunities were identified.

Fugro assessed the relevance of 28 climate hazards defined in ESRS E1 Appendix A and the EU Taxonomy, considering their geographical and business relevance. The potential business implications were assessed across Fugro's own operations and its upstream activities such as fuel supply, shipbuilding, ports, and transport infrastructure, which led to the identification of critical climate hazards.

In addition, Fugro compiled an initial set of transition risks and opportunities, evaluating each based on its likelihood and potential business impact, using internal data and expert judgement. Based on this assessment, a subset was shortlisted and further analysed through climate scenario modelling, alongside the identified physical hazards. Only those considered material are presented below.

Climate change

Material topics	Policy	Value chain		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), of which 90% from vessels, and from suppliers (scope 3), which contribute to global warming and lead to an indirect long term negative impact on habitats and ecosystems.	S/M/L	<p>Vessel CO₂ intensity reduction owned & chartered vessels (vs 2020) (in %)</p> <table border="1"> <tr><th>Year</th><th>Value</th></tr> <tr><td>2024</td><td>10</td></tr> <tr><td>2025</td><td>8</td></tr> <tr><td>Target</td><td>20% by 2025</td></tr> </table>	Year	Value	2024	10	2025	8	Target	20% by 2025
		Year	Value											
		2024	10											
		2025	8											
		Target	20% by 2025											
Own operation	€	Climate change-induced extreme weather events, such as heatwaves, heat stress, cyclones, and coastal flooding, could cause project cancellations or delays, resulting in potential financial risks.	S/M/L	<p>Vessel CO₂ intensity reduction owned vessels (vs 2020) (in %)</p> <table border="1"> <tr><th>Year</th><th>Value</th></tr> <tr><td>2024</td><td>5</td></tr> <tr><td>2025</td><td>3</td></tr> <tr><td>Target</td><td>25% by 2027</td></tr> </table>	Year	Value	2024	5	2025	3	Target	25% by 2027		
Year	Value													
2024	5													
2025	3													
Target	25% by 2027													
	€	Fugro makes critical investment decisions in a context of evolving technologies, markets and regulatory frameworks. These developments can influence the long-term value of such investments. For instance, the conversion of part of Fugro's fleet to methanol requires significant capital expenditure at a time when bio- and e-methanol supply chains are still maturing. At the same time, Fugro continues to invest in USVs and remote operations, which support the transition to low-carbon solutions.	S/M/L											
	€	Potential regulatory risks from new standards and regulations, such as the EU Fit-for-55 package, ETS, FuelEU Maritime, and the IMO Net-Zero Framework, as we foresee that the impacts of climate change will persist and regulators will need to take action in the long term, driving up compliance costs.	M/L	<p>Absolute GHG emissions scope 1 (ktCO₂eq)</p> <table border="1"> <tr><th>Year</th><th>Value</th></tr> <tr><td>2024</td><td>211</td></tr> <tr><td>2025</td><td>201</td></tr> <tr><td>Target</td><td>99 by 2033</td></tr> </table>	Year	Value	2024	211	2025	201	Target	99 by 2033		
Year	Value													
2024	211													
2025	201													
Target	99 by 2033													
	⊖ €	Own operation & downstream		Fugro provides services to clients operating in oil and gas industry, which negatively impacts the environment as use of fossil fuels is the key driver behind climate change. Over time, this may present a reputational and revenue risk as the world is transitioning away from oil and gas.	S/M/L (impact) L (risk)	<p>Share of electricity from renewable sources (Scope 2) (in %)</p> <table border="1"> <tr><th>Year</th><th>Value</th></tr> <tr><td>2024</td><td>46</td></tr> <tr><td>2025</td><td>80</td></tr> <tr><td>Target</td><td>80% by 2025, 100% by 2030</td></tr> </table>	Year	Value	2024	46	2025	80	Target	80% by 2025, 100% by 2030
Year	Value													
2024	46													
2025	80													
Target	80% by 2025, 100% by 2030													
						<p>Renewables, infra and water (as % of revenue)</p> <table border="1"> <tr><th>Year</th><th>Value</th></tr> <tr><td>2024</td><td>63</td></tr> <tr><td>2025</td><td>55</td></tr> </table>	Year	Value	2024	63	2025	55		
Year	Value													
2024	63													
2025	55													
Climate change mitigation & adaptation solutions	Part of strategy Towards Full Potential	Own operation & downstream	+ €	Global investments in offshore wind and other renewables present substantial growth opportunities. At the same time, they also create a dependency on the pace and continuity of these investments, making the company's revenue prospects increasingly tied to developments in the renewable energy sector. Additionally, Fugro's climate adaptation solutions, towards coastal resilience and flood control, offer opportunities.	S/M/L	<p>Revenue from renewables (in EUR million)</p> <table border="1"> <tr><th>Year</th><th>Value</th></tr> <tr><td>2024</td><td>863</td></tr> <tr><td>2025</td><td>483</td></tr> <tr><td>Target</td><td>1 billion by 2027</td></tr> </table>	Year	Value	2024	863	2025	483	Target	1 billion by 2027
Year	Value													
2024	863													
2025	483													
Target	1 billion by 2027													

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

S: Short M: Medium L: Long

2025 2024 Target

Scenario analysis

Physical climate risks

The analysis covered 25 strategically selected locations (land, offshore, ports) with broad geographical coverage, prioritising areas with the highest operational activity. Two Intergovernmental Panel on Climate Change (IPCC) climate scenarios, SSP1-2.6 (low emissions) and SSP3-7.0 (high emissions), were chosen to reflect a range of plausible outcomes. The assessment was conducted across three time horizons: short-term, mid-term (2030), and long-term (2050). For each of the seven identified climate hazards, data was sourced from leading climate data providers, including the World Resources Institute (WRI), Fathom, and the ISIMIP3 protocol (CMIP6). These datasets were used to assess the climate exposure of each selected site under both scenarios and across all time horizons. This approach ensured that the analysis captured both current and future conditions, providing a clear view of potential physical climate risks across different geographies and asset types.

The assessment considered the severity and likelihood of each hazard, as well as the degree of operational vulnerability across Fugro's global portfolio. Hazards were classified as material if they posed a substantial risk to business continuity, asset integrity, or supply chain resilience, while those with limited exposure or declining relevance were considered non-material. This assessment reflects the inherent risk for the company, without accounting for existing or planned adaptation measures. The following hazards were identified as material due to their potential to cause significant disruption or damage to Fugro's operations and supply chain:

Material hazards	Rationale for materiality level
Heatwave and Heat Stress	Both the frequency and intensity of heat-related hazards are projected to increase significantly, particularly under a high-emission scenario. Fugro's locations in the Middle East, Southeast Asia, Australia, and parts of the Americas are expected to experience more frequent extreme temperatures, leading to higher risks of disruption for land and near-shore operations. By 2050, the number of days with apparent temperatures above 39°C could rise by up to 41% across all 25 locations assessed. These hazards can cause operational shutdowns, reduce worker productivity, and strain equipment, posing a growing risk of business disruption.
Cyclone, Hurricane, Typhoon	Both the frequency and intensity of tropical cyclones are projected to increase in both low- and high-emission scenarios across the medium and long term, with the most pronounced effects in the United States, Asia, and Australia. By 2050, under a high-emission scenario, average wind speeds and the number of annual events is projected to rise by about 9% and 20% depending on site exposure. This can disrupt marine and land operations, damage infrastructure, and interrupt supply chains.

Material hazards	Rationale for materiality level
Flood (Coastal, Fluvial, Pluvial)	Flooding represents a persistent risk across all scenarios and time horizons. Coastal flooding intensity is projected to increase moderately (by around 7% on average for all 25 sites by 2050 compared to the baseline under a high-emission scenario), while its frequency could surge by a factor of 20 to 30 over the same period. Pluvial and fluvial flooding trends are more variable, with relatively stable intensity but a general tendency toward more frequent events, subject to regional discrepancies. This hazard is highly relevant for Fugro, as a significant share of its 25 locations are vulnerable to flood events, particularly coastal flooding. Flooding can disrupt operational continuity and damage both Fugro's assets and critical infrastructure, making it a material concern for land and port operations alike.

Transition risks and opportunities

For transition risks and opportunities, two climate scenarios, Net Zero 2050 (low emissions) and Current Policies (high emissions), were applied across the same time horizons. For each transition risk and opportunity, the Network for Greening the Financial System (NGFS) scenario data was used to assess transition trends on both regional and global scale supplemented by additional qualitative sources. This structured approach provides a transparent and pragmatic basis for understanding how evolving climate policies, technologies, and market dynamics may affect Fugro's activities.

Materiality of risks and opportunities for the company's short-, medium-, and long-term strategy and financial performance was determined based on likelihood and magnitude of market, energy, technology, and legal trends, combined with the sensitivity of Fugro's operations and value chain to these trends. This assessment reflects the inherent risk for the company, without accounting for existing or planned mitigation measures.

These risks and opportunities were identified as material due to their significant potential impact on Fugro's business and are detailed in the IRO table at the beginning of this chapter. Transition risks include higher costs driven by maritime climate regulations, and the capital-intensive transition to low-emission operations and portfolio adaptation, which carries the risk of obsolescence of decarbonisation investments and uncertainty around future fuel pathways. On the opportunity side, there is significant potential for revenue growth in renewable energy and climate adaptation markets.

Climate change resilience & governance

Climate change is identified as one of Fugro's key risks. Oversight is provided by the Board of Management, with the Executive Leadership Team responsible for integrating climate risks and opportunities into strategy and operations. Progress will be monitored through Fugro's risk management framework.

Monitoring and mitigation of physical climate risks

Fugro monitors physical climate risks as part of its global risk management framework, which integrates climate hazards across its land and marine operations. Fugro's high-value assets, particularly its vessels, can be repositioned or rerouted to minimise exposure to storms and other acute hazards. Mitigation of physical risks is embedded in Fugro's operational planning. This includes vessel routing and scheduling to avoid severe weather and reinforced operational safety procedures. Long-term physical changes, such as coastal erosion and sea level rise, also create opportunities for Fugro to apply its Geo-data expertise in coastal resilience and adaptation projects, contributing to both client and company resilience.

Monitoring and mitigation of transition risks

Mitigation of transition risks is embedded in Fugro's decarbonisation strategy. Ongoing and planned scope 1 emission reduction actions help manage exposure to rising carbon prices and regulatory requirements. The phased implementation of fleet upgrades and fuel transition allows Fugro to align its operational capacity with technological and market readiness. Uncertainty around future fuel pathways is addressed through active collaboration with regulators, suppliers and maritime industry partners to promote the development of viable low-carbon solutions, while acknowledging that broader market and policy developments influence the overall risk landscape.

Current and anticipated financial effects

Fugro notes that increasingly frequent extreme weather events could lead to additional operational costs due to reduced productivity and delays in project execution in the long term (by 2050). Based on the current stage of assessment and the uncertainty in quantifying potential financial effects, it is not possible to make a reliable estimate of these costs.

Additionally, Fugro anticipates that the inclusion of one or more vessels in the EU Emission Trading System (ETS) will lead to additional operating costs in the medium to long term, driven by the need to purchase emission allowances. The future financial effect depends on regulatory developments and price trends.

Opportunities from 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 climate risk and opportunity assessment, as conducted in 2025 and described in the previous paragraph, confirmed that the global increasing need for climate change mitigation and adaptation presents business opportunities for Fugro. With its Towards Full Potential strategy, Fugro is committed to expanding its presence in markets such as offshore wind, ocean health, coastal resilience, and carbon capture, utilisation and storage (CCUS). These markets are served with the same asset base as the traditional energy markets. In 2025, revenue from renewables amounted to EUR 483 million. The significant decrease compared to 2024 was caused by the challenging geopolitical context as well as supply chain challenges in the offshore wind industry (as described in Strategy – Outlook for Fugro's markets). In 2023, Fugro set an ambition to grow revenue from renewables to at least EUR 1 billion by 2027. Revenues from renewables, infrastructure and water markets combined amounted to 55% of total revenues (2024: 63%). Refer to note 8.1 of the consolidated financial statements for the disaggregation of revenue by market segment.

Greenhouse gas emission profile

In 2025, 90% of Fugro's combined scope 1 and 2 emissions (46% of total GHG emissions) originates from its vessels (both owned and chartered). Other scope 1 emissions were 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 (1% of total GHG emissions) largely originate from electricity consumption of Fugro's offices, laboratories and other facilities. Fugro's scope 3 GHG emissions (54% 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 limited physical goods, downstream scope 3 emissions are not applicable. Therefore, the other categories under scope 3 defined by the GHG protocol are not applicable.

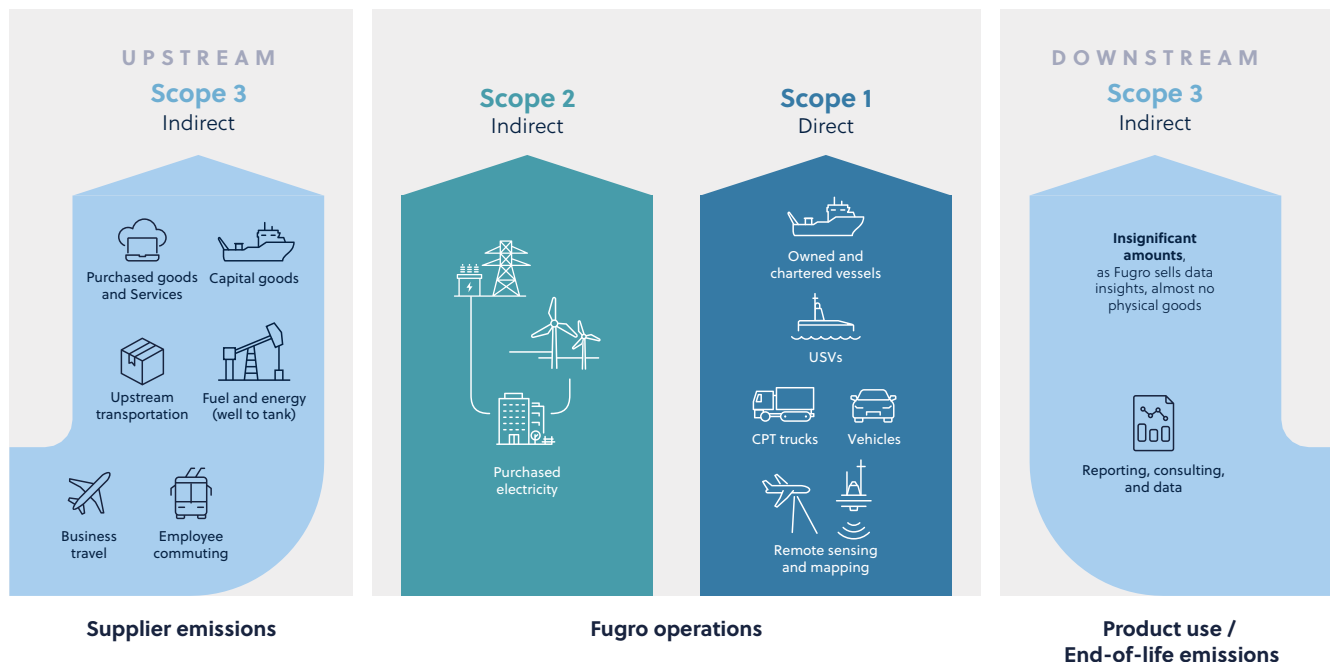
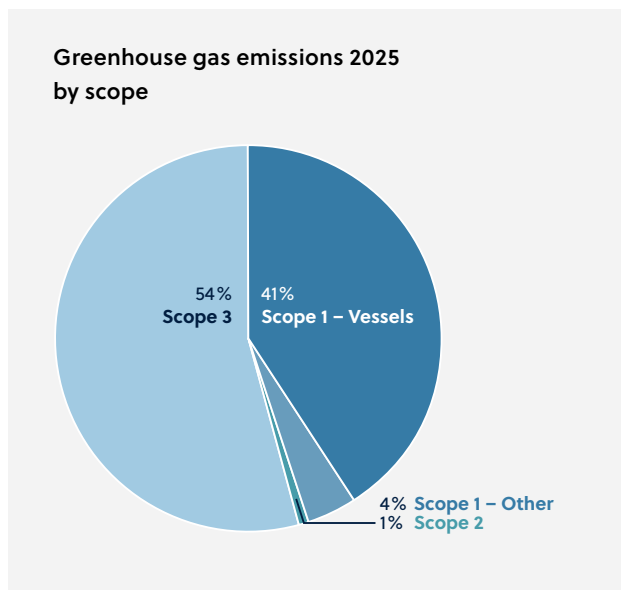
Total scope 1, 2 and 3 emissions in 2025 were lower than in 2024. Scope 1 emissions decreased from 211 ktCO₂e in 2024 to 201 ktCO₂e in 2025, mainly due to reduced operational activity, leading to lower utilisation of owned and chartered vessels. The differences in absolute Scope 1 GHG emissions were largely driven by Fugro replacing chartered vessels with owned vessels. Scope 2 market-based emissions decreased from 9 ktCO₂e in 2024 to 3 ktCO₂e in 2025, reflecting lower electricity consumption due to reduced activity, the increase of renewable electricity consumption, and the purchase of Energy Attribute Certificates (EACs) to reach 80% renewable electricity in 2025. Compared with Fugro's validated science-based targets, which require a 54.6% reduction in absolute scope 1 and 2 emissions by 2033 relative to the 2022 baseline, the reduction achieved in 2025 represents modest year-on-year progress.

In 2025, Fugro's GHG emissions intensity covering scope 1, 2 and 3 increased to 0.24 tCO₂e per EUR 1,000 revenue (2024: 0.21). This increase was mainly driven by a reduction in operational days, while Fugro's asset base and associated emissions remained in place. As a result, emissions did not decrease at the same rate as revenue, leading to a higher intensity ratio.

GHG emission intensity per revenue

	2022	2024 ¹	2025
Total GHG emissions (location-based) per revenue (tCO ₂ e / EUR 1,000) ²	0.26	0.21	0.24
Total GHG emissions (market-based) per revenue (tCO ₂ e / EUR 1,000)	0.26	0.21	0.24

¹ GHG emission intensity 2024 changed due to a correction in scope 3 emissions.
² a. Total GHG emissions from table GHG emission profile in this chapter.
 b. Revenue from the consolidated statement of comprehensive income in the financial statements.



GHG emission profile and science-based targets

In ktCO ₂ eq	Base Year (2022)	2024	2025	2025 vs 2024 %	GHG emission reduction targets		
					2030	2033	2050
Scope 1 GHG emissions							
Owned vessels	102	109	112	3%			
Chartered vessels	82	81	72	(11%)			
Other assets (vehicles, CPT trucks, geotechnical drill rigs, barges, small aircrafts)	25	20	16	(20%)			
Gross Scope 1 GHG emissions from the consolidated accounting group	209	210	200	(5%)		54.6% (scope 1 & 2)	90%
Scope 1 GHG emissions from unconsolidated joint ventures under operational control	1	1	1				
Percentage of Scope 1 GHG emissions from regulated emission trading schemes (%)	0%	0%	0%				
Scope 2 GHG emissions							
Gross location-based Scope 2 GHG emissions	12	13	12	(8%)			
Gross market-based Scope 2 GHG emissions	8	9	3	(67%)	100%	100%	100%
Scope 2 GHG emissions from unconsolidated joint ventures under operational control	0.05	0.04	0.07				
Scope 3 GHG emissions							
1 Purchased goods and services ¹	99	108	95	(12%)			
2 Capital goods ¹	27	46	47	2%			
3 Fuel and energy-related activities (not included in Scope 1 or 2)	54	51	49	(4%)		54.6%	
4 Upstream transportation and distribution	12	14	13	(7%)			
5 Waste generated in operations	1	1	1	0%			
6 Business travel ²	28	31	20	(35%)			
7 Employee commuting	10	11	10	(9%)			
8 Upstream leased assets	0	0	0				
9 Downstream transportation	0	0	0				
10 Processing of sold products	0	0	0				
11 Use of sold products	0	0	0				
12 End-of-life treatment of sold products	0	0	0				
13 Downstream leased assets	0	0	0				
14 Franchises	0	0	0				
15 Investments	5	3	5	67%			
Gross Scope 3 GHG emissions	236	265	240	(9%)			90%
Total GHG emissions (Location-based)	458	489	453	(7%)			
Total GHG emissions (Market-based)	454	485	444	(8%)			90%

¹ GHG emissions from Purchased goods and services and Capital goods have been restated for 2024. For 2022, part of scope 3.1 emissions have been recategorised to scope 3.2. Refer to ESG accounting disclosures: Reporting errors in prior periods.

² GHG emissions from Business travel have been restated for 2024. Refer to ESG accounting disclosures: Reporting errors in prior periods.

Greenhouse gas emission reduction targets

Science-based targets

Fugro's near- and long-term science-based emissions reduction targets have been validated by the Science Based Targets initiative (SBTi) since 2024. 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 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.
- Reducing its absolute scope 1, 2 and 3 GHG emissions by 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.

Focus on SBTi-validated net-zero target 2050

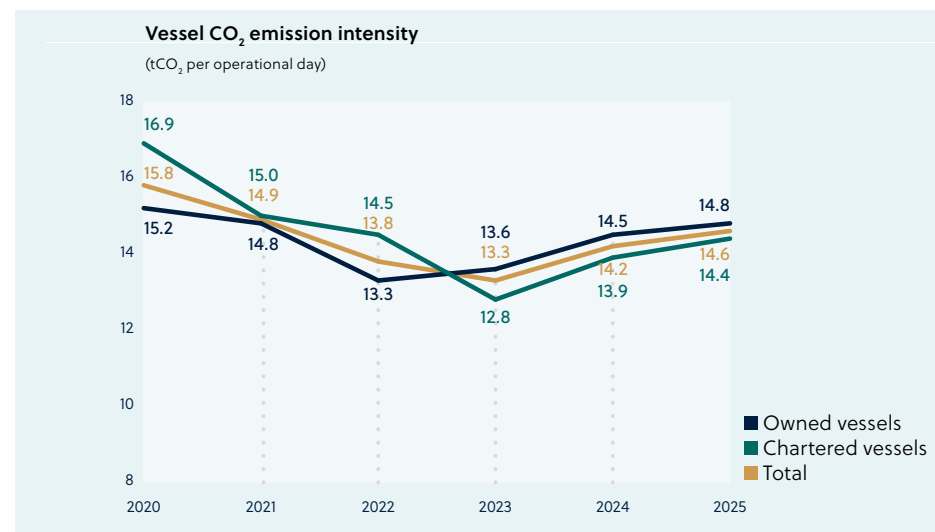
In 2021, Fugro announced its ambition to achieve net-zero emissions from scope 1 and 2 operations by 2035. However, in the last years, technological advancements in sustainable solutions have slowed. Alternative fuels, while promising, remain prohibitively expensive and are not yet available for large-scale deployment, and client demand for sustainable solutions has not reached the levels originally anticipated, with limited willingness to absorb the associated costs. In light of these developments, Fugro has elected to forgo its 2035 net-zero ambition in favour of concentrating entirely on its SBTi-validated near- and long-term targets for 2033 and 2050 (see paragraph Science-based targets). This shift reflects a more realistic and resilient pathway aligned with market conditions, technological and financial developments.

Vessel emission intensity targets

Since 90% of Fugro's combined scope 1 and 2 emissions are from vessels, both owned and chartered, Fugro has established intermediate targets to support its business operations and to guide its transition towards asset-lighter and low-carbon solutions - a strategic priority requiring significant multi-year investments. In 2025, Fugro aimed to reduce the emission intensity per operational day of its owned and chartered vessels by 20%, compared to the 2020 baseline. Looking ahead, Fugro continues to target a 25% reduction in emission intensity for owned vessels by 2027, also relative to 2020 levels.

In 2025, absolute vessel CO₂ emissions decreased slightly, mainly because fewer chartered vessels were used. However, vessel emission intensity went up compared to prior year, as a result of lower utilisation of owned vessels. Vessel emission intensity of owned and chartered vessels decreased by 8% compared to the 2020 baseline which is not enough to meet the 20% reduction target. The vessel emission intensity of owned vessels decreased by 3% compared to the 2020 baseline.

Paragraph Transition plan explains Fugro's continuous efforts to reduce GHG emissions from vessels.

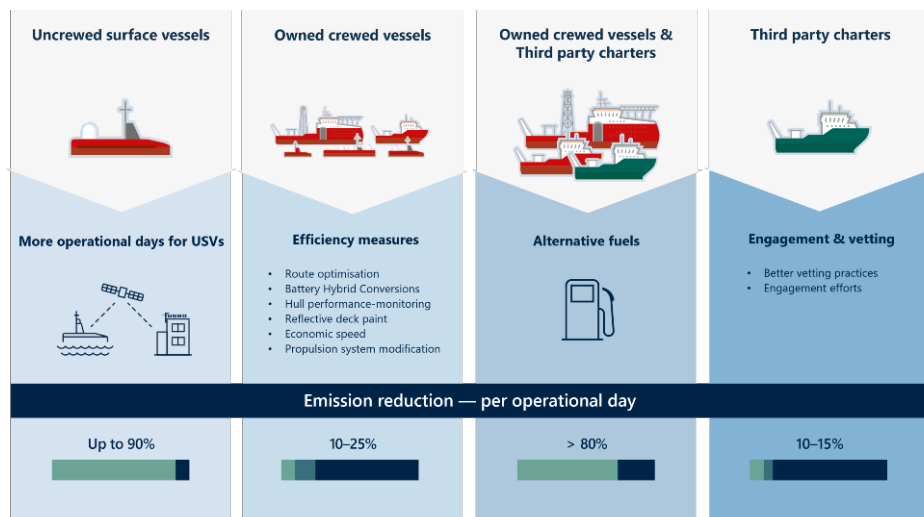


Transition plan - Fugro's roadmap towards net-zero emissions

Decarbonisation levers and actions

Fugro reviewed its decarbonisation pathway and decided to fully focus on its net zero target validated by the Science Based Targets initiative (SBTi) long-term target: a 90% absolute reduction in emissions by 2050 from the 2022 base year. Shipping is one of the most challenging industries to decarbonise. While we recognise the importance of reducing emissions across our value chain (scope 3), our greatest opportunity for impact lies in our own fleet (scope 1). By driving innovation here, we can set a precedent and help shape the industry's future trajectory. A key example is Fugro Pioneer, which we have converted to sail on methanol. Although technological hurdles remain, this project marks an important step towards low-carbon shipping. Looking ahead, we aim to strengthen collaboration with clients and industry partners to develop solutions that accelerate the transition to cleaner technologies across the sector.

Currently, we are in early phases of the execution of our transition plan. Progress on our ambitions will depend on technology readiness, financial impacts, geopolitical and regulatory developments and client demand, which will shape the pace and scale of the roadmap. Given these uncertainties and interdependencies, we annually review the feasibility of the implementation of actions planned. Oversight of this roadmap rests with the Board of Management.



Fugro's decarbonisation strategy focuses on seven key levers:

1. Uncrewed surface vessels and remote operations
2. Efficiency measures
3. Alternative fuels: methanol vessel conversions and biofuel as a transition fuel
4. Reducing emissions from third-party chartered vessels
5. Reducing emissions from vehicles & equipment
6. Sourcing renewable electricity
7. Reducing scope 3 emissions through supplier engagement

1 Uncrewed surface vessels and remote operations

Fugro is a frontrunner in the transformation of maritime operations through the deployment of Uncrewed Surface Vessels (USVs) and Remote Operations Centres (ROCs). This technology delivers a step change in sustainability, lowering carbon intensity by approximately 90% compared to traditional vessels. This directly supports our clients' Scope 3 emissions reduction targets and significantly improves safety by removing personnel from high-risk offshore environments.

In 2025, Fugro expanded its fleet to ten USVs with seven commercially operational for hydrographic survey and asset inspections. Validating the market demand for low-carbon solutions, we continue to invest in larger and more capable USVs with extended endurance, equipped with advanced electrically powered remotely operated vehicle (eROV) meeting complex client needs for deep-water exploration and multi-sensor seabed mapping capabilities. While adoption remains gradual due to evolving legislation and the need to build client trust in autonomous systems, our early-mover advantage positions us to lead the industry towards a safer, more sustainable and data-driven future.

2 Efficiency measures

Fugro strives to continuously improve the energy efficiency of its fleet through measures such as propulsion system upgrades, speed optimisation, and hull performance monitoring. Fugro has detailed ship energy efficiency management plans (SEEMP) in place for each vessel, which are reviewed and updated annually. These initiatives are integral to our transition plan, aiming to reduce emissions up to 10%. In 2025, a new propulsion system has been completed on a geotechnical vessel, leading to up to 20% CO₂ savings. A second geotechnical vessel received a propulsion retrofit. Early data shows improved energy efficiency, especially in dynamic positioning mode, and further analysis is underway to quantify fuel savings. Note that these vessels will reach end of life by 2038 and therefore will not contribute to the 2050 reduction levers, although they still play an important role until 2038.

Hull performance monitoring and speed optimisation

Biofouling on the ship's hull reduces its fuel efficiency. Therefore, in 2025, Fugro launched a hull-performance monitoring project. A campaign promoted digital tools, supported by a crew engagement challenge and sustainability sessions reaching over 150 participants. Speed-trial data was integrated into simulation software to guide operational decisions such as optimum sailing speed, route adjustment and hull cleaning schedules. Data availability remains a point of attention, with ongoing work on standardisation and fleet-wide application.

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

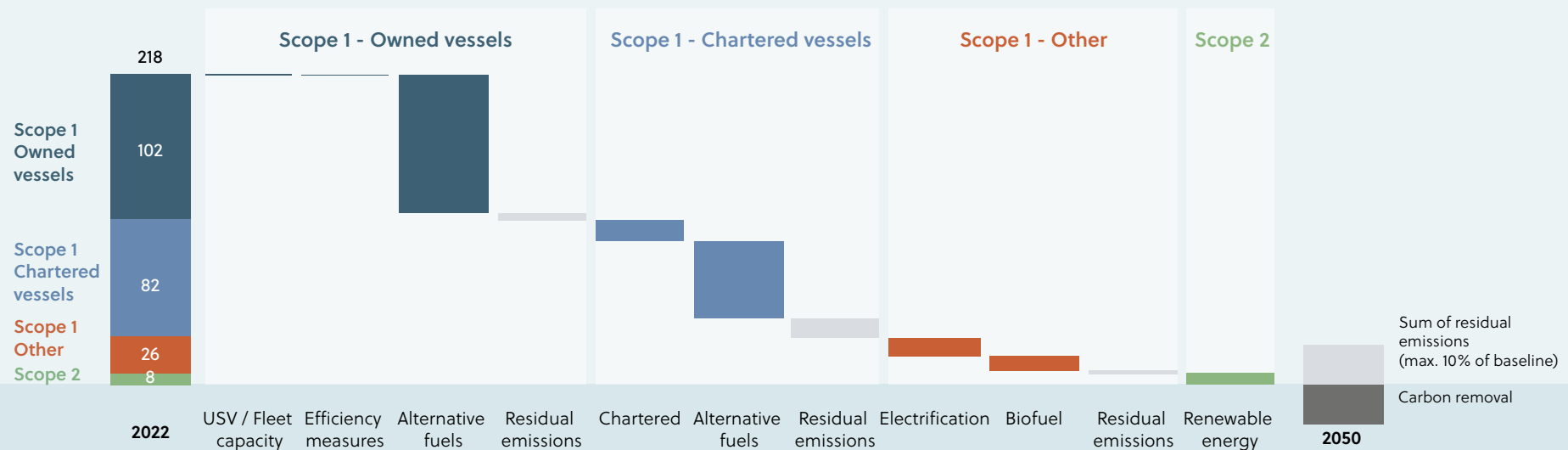
Currently, only a few low-carbon alternatives to marine diesel are available, of which green methanol (bio-methanol or e-methanol) is considered the most viable option for Fugro's fleet. Ammonia and hydrogen are not suitable for Fugro's vessels for safety and other operational reasons, while LNG provides limited GHG abatement potential. Green methanol can deliver up to 95% GHG reduction compared to MGO (with 5% MGO as ignition fuel). Large-scale deployment depends on technology maturity, infrastructure, and clients' willingness to pay a premium for CO₂ abatement.

Fugro made progress in adopting its fleet to methanol and advanced engine technology, vessel design and safety procedures for methanol use together with partners in a Dutch maritime consortium. In 2025, Fugro Pioneer was equipped with a methanol capable engine following its first conversion phase in 2024, and engineering work for a second vessel commenced. As part of the MENENS consortium, Fugro received a grant from Netherlands Enterprise Agency to cover part of the conversion cost of the Pioneer. The vessel is methanol-ready but not sailing on methanol yet.

Global methanol capacity is expanding, but most current production is grey methanol, making certified green methanol complex to source. While green methanol production scales up, responsibly sourced and certified HVO will serve as a transition fuel for owned and chartered vessels, as well as other assets. HVO is expected to reduce GHG emissions by at least 80% compared to MGO, although challenges remain in sourcing sustainable feedstock, availability, certification standards and customer demand constraints. These uncertainties make long-term planning challenging. Fugro mitigates this through a flexible bunkering strategy near leading suppliers, scenario development, and engagement with suppliers and industry bodies such as the Methanol Institute and the Maersk Mc-Kinney Møller Center for Zero Carbon Shipping.

Scope 1 and 2 GHG emission reduction forecast by decarbonisation lever 2022 - 2050

(ktCO₂eq)



4 Reducing emissions from third-party chartered vessels

Fugro actively collaborates with key vessel suppliers to build long-term partnerships that align their emissions-reduction targets and roadmaps with Fugro's ambitious decarbonisation strategy. In 2025, these engagements included knowledge-sharing sessions and discussions on decarbonisation pathways with vessel suppliers. To increase control over third-party chartered vessel emissions, Fugro introduced more stringent vetting in 2025. The CO₂ index used for this purpose has been improved by introducing a new CO₂ intensity metric. The next step is to automate this process.

Fugro's GHG emission forecast assumes a gradual decrease in emissions from chartered vessels, as owners are expected to implement energy efficiency measures and transition to alternate fuels to meet International Maritime Organization (IMO) and EU carbon reduction targets. The IMO GHG Strategy calls for a reduction in carbon intensity of international shipping of at least 40% by 2030 compared to 2008, and a reduction in total annual GHG emissions by at least 20% over the same period. Considering this, Fugro's assumptions are conservative.

5 Reducing emissions from vehicles & equipment

Fugro previously assumed a 50% reduction in land emissions through electrification by 2035. However, a 2025 review of the land decarbonisation roadmap revealed that this assumption is overly optimistic due to technological and infrastructure limitations in several regions, and clients' willingness to pay. The revised expectation is a 20-30% reduction by 2033, achieved through promoting innovative client solutions such as GroundIQ®, purchasing new fuel-efficient equipment, increased use of biofuels, replacement of diesel generators with electrical alternatives, promotion of electric and hybrid vehicles, and deployment of sensors to monitor equipment utilisation. For context, Scope 1 emissions from vehicles and equipment accounted for 3% of our total emissions in 2025.

6 Sourcing renewable electricity

Fugro targets an increase in renewable energy sourcing through rooftop solar panels and switching to renewable energy contracts. In 2025, Fugro purchased 42% (2024: 34%) bundled renewable energy certificates (RECs) and 35% (2024: 10%) unbundled energy attribute certificates (EACs). Combined with 3% (2024: 2%) electricity from self-generated solar power at offices in Mumbai, Singapore and Dubai, this resulted in a total of 80% (2024: 46%) of electricity consumption from renewable energy sources.

In 2025, Fugro moved into a new head office. The new office won a prestigious international award for sustainable design, contributing to lower future scope 2 emissions.

7 Reducing scope 3 emissions through supplier engagement

Fugro has committed to engaging with its suppliers with the aim that 60% by spend will have emission reduction targets aligned with science-based methodologies by 2028 - across purchased goods and services, capital goods, upstream transportation and distribution, operational waste, and business travel. This commitment supports Fugro's goal to reduce absolute scope 3 emissions by 90% by 2050 compared to 2022. Since 2024, Fugro continued a phased implementation of improved supplier due diligence and tooling, which reinforces active engagement with suppliers on their reduction targets (refer to chapter 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. As of December 2025 around 8% of suppliers by spend have formally committed to or have validated science-based emission reduction targets. As Fugro's focus in 2025 has been on rolling out the new due diligence process and comprehensive data collection, active engagement with suppliers is only now commencing, and this percentage has not yet improved.

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.

Scope 1 and 2 GHG emission reduction forecast by decarbonisation lever 2022 – 2050

To illustrate Fugro's decarbonisation pathway, Fugro has modelled the potential impact of the six emission reduction levers. The forecast reflects the combined effect of future business growth, the shift from scope 1 to scope 2 through electrification, and other decarbonisation measures, including detailed estimates of fleet composition based on expected market trends and business needs. None of Fugro's current large assets (vessels, geotechnical drill rigs, CPT trucks) have a planned operating lifespan beyond 2050, as such there are no locked-in emissions for the net-zero target year. While the model supports Fugro's validated science-based target to reduce absolute scope 1, 2, and 3 emissions by at least 90% by 2050, residual emissions will remain after full implementation. The projection is based on current insights and planned measures; however uncertainties such as regulatory changes, market developments including client acceptance, and availability and affordability of alternative fuels, may influence the actual reduction path.

Resources allocated

Implementing Fugro's transition plan requires significant investment. For information on relevant capital expenditure, refer to paragraph Capex in chapter EU Taxonomy. In 2025, EUR 172 million was considered Taxonomy-eligible capex, covering general vessel investments and specific expenditures related to improving efficiency and reducing the carbon footprint of our fleet.

Looking ahead, we need to adapt our investment plans to the lower growth environment, which will result in a significantly lower capital expenditure for 2026 compared to 2025. This might impact the speed of the build-out of the lower carbon solutions. These investments (included in transformation capex) encompass vessel conversions and the continued expansion of Fugro's uncrewed surface vessel (USV) fleet. See paragraph Asset portfolio strategy and capital allocation in the Financial performance chapter.

Related operating expenditure may increase over time due to higher price outlooks for biofuels, bio-methanol and e-methanol compared to traditional fuel prices, which are only partly offset by savings from higher fuel efficiency.

Regulation and policy development

Applicability of EU Emission Trading System (ETS)

In 2023, the EU extended its Emission Trading System (ETS) to include shipping under the 'Fit for 55' package which aims 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 be included in the EU-ETS from 2027. Currently only two Fugro vessels fall 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.

International regulation: IMO Net-Zero Framework

In April 2025, the IMO accepted the Net Zero Framework. In October 2025, the adoption of the framework was postponed by one year. Fugro closely follows the relevant developments.

The success of our transition plan is closely linked to client investment readiness, regulatory developments, and technological progress. We aim to mitigate part of these dependencies by shaping industry standards, monitoring maritime fuel transitions, and accelerating innovation through our own technology development, like we did with the conversion of the Pioneer to be methanol powered.

Energy consumption & mix

In 2025, the total energy consumption from Fugro's own operations was 808,062 MWh, of which 97% from fossil sources; the remaining percentage relates to renewable sources and limited consumption from nuclear sources. Approximately 86% 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 and mix ¹		2024	2025
(1)	Fuel consumption from coal and coal products (MWh)	-	-
(2)	Fuel consumption from crude oil and petroleum products (MWh)	773,930	737,541
(3)	Fuel consumption from natural gas (MWh)	4,842	4,045
(4)	Fuel consumption from other fossil sources (MWh)	-	-
(5)	Consumption of purchased or acquired electricity, heat, steam, and cooling from fossil sources (MWh)	38,426	40,603
(6)	Total fossil energy consumption (MWh) (calculated as the sum of lines 1 to 5)	817,198	782,189
	Share of fossil sources in total energy consumption (%)	98%	97%
(7)	Consumption from nuclear sources (MWh)	1,628	1,666
	Share of consumption from nuclear sources in total energy consumption (%)	0.2%	0.2%
(8)	Fuel consumption from renewable sources, including biomass (also comprising industrial and municipal waste of biologic origin, biogas, renewable hydrogen, etc.) (MWh)	4,825	10,492
(9)	Consumption of purchased or acquired electricity, heat, steam, and cooling from renewable sources (MWh)	13,810	12,925
(10)	The consumption of self-generated non-fuel renewable energy (MWh)	586	790
(11)	Total renewable energy consumption (MWh) (calculated as the sum of lines 8 to 10)	19,221	24,207
	Share of renewable sources in total energy consumption (%)	2%	3%
	Total energy consumption (MWh) (calculated as the sum of lines 6, 7, and 11)	838,047	808,062

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

Biodiversity and ecosystems

Global biodiversity is under severe threat, primarily due to human activity. Biodiversity decline is widely recognised as a crisis that endangers ecosystems and societies, requiring urgent action. Climate change and biodiversity loss share common drivers and reinforce one another, amplifying their impacts.

Biodiversity policy

Fugro's biodiversity policy reflects our commitment to minimise negative impacts on biodiversity from our operations, avoiding adverse effects across the value chain, and maximising positive contributions through client solutions, knowledge sharing and partnerships. Biodiversity considerations are integrated into the environmental management of Fugro's operations. Fugro aims to prevent degradation of protected areas and critical habitats which includes UNESCO World Heritage Sites, IUCN (International Union for Conservation of Nature) protected areas, as well as critical habitats that are home to species on the IUCN Red List of Threatened Species. Fugro's biodiversity policy was developed with internal environmental experts and considers insights from industry associations and discussions with clients, and considers evolving standards and legislation. The policy is publicly available and referenced in internal and

external communications. Implementation is overseen by the Fleet Global Director and regional Group Directors.

Identifying and assessing biodiversity and ecosystem-related impacts and risks

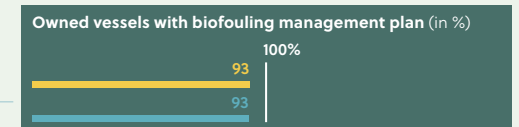
The process to identify and assess material biodiversity and ecosystem-related impacts, risks and opportunities was informed by the LEAP framework (Locate-Evaluate-Assess-Prepare), developed by the Taskforce on Nature-related Financial Disclosures (TNFD). Internal environmental experts assessed Fugro's material impacts and risks while solution owners and knowledge management experts evaluated Fugro's positive contributions to the protection of biodiversity and ecosystems through its client solutions and knowledge sharing efforts.

The assessment concluded that physical or systemic risks from biodiversity decline are not considered material to Fugro. While such risks exist globally, their potential impact on Fugro's operations is not greater than for other organisations.

Fugro's main impacts on biodiversity arise from the operation of its vessels and equipment. GHG emissions from vessel operations represent Fugro's most significant indirect impact on biodiversity through their contribution to climate change. This aspect

Biodiversity and ecosystems

Material topic	Policy	Value chain		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	
			-	Potential short duration negative impacts on marine life because of the underwater 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 impact on biodiversity in an area. With this information clients can monitor and minimise the negative impacts on biodiversity of their projects. In addition, Fugro monitors asset integrity, such as pipeline corrosion detection, thereby preventing leakages.	S/M/L	
		Downstream	-	Potential negative impacts on biodiversity from clients' infrastructure development or clients' operations.	S/M/L	



is addressed in the Climate change chapter. Direct operational impacts primarily relate to underwater noise pollution from vessels, and the potential transfer of invasive species between marine ecosystems.

Locate Fugro's operations and interfaces with nature

Fugro's marine operations span the globe. Fugro's vessels operate in, and can traverse between, regions, depending on project demand. The majority of offshore projects are located in the North Sea, with other operations in the Indian Ocean and the southern Atlantic Ocean. While some operations are land-based, the biodiversity assessment focused predominantly on Fugro's vessels, as these represent the most material potential impacts.

A representative sample of 25 locations across Fugro's operations were analysed against publicly available data on protected areas and critical habitat locations from the Key Biodiversity Area Programme, developed and overseen by leading nature conservation organisations, including the IUCN, the Rainforest Trust and WWF (World Wildlife Fund). Two locations were identified within key biodiversity areas: one location was a port in Port Fourchon, LA, USA; the other was an office location in Perth, Australia. Port Fourchon is located within Barataria-Terrebonne, which is part of the Barataria-Terrebonne National Estuary Program, designed to protect and restore a nationally significant estuarine system. Fugro vessels may call at this port for refuelling and provisioning. Fugro's environmental management system is designed to prevent or minimise negative impacts at any location thereby adhering to the company's biodiversity policy. For example, strict bunkering procedures are always followed to prevent any contamination, and local guidelines are followed regarding the discharge of wastewater. The city of Perth is located within the Northern Swan Coastal Plain, a key biodiversity area and breeding grounds for certain bird species. Fugro's Perth office is located in an urban area thereby not significantly impacting local biodiversity.

Underwater noise pollution

Evaluate impacts

Fugro's activities that generate underwater sound include 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 localised and of short duration, while vessel engines and jack-up platforms produce a more continuous sound contributing to the cumulative noise exposure of life below water.

Anthropogenic underwater noise is recognised as having a range of negative effects on marine life. Whilst it is generally understood that underwater noise pollution has a negative impact on marine mammal species, the impacts on other marine species is less well known. The receptors known to be impacted by the noise pollution coming from Fugro's operations include a variety of marine mammal species. For example, in the North Sea where much of Fugro's offshore work is located, these species can range from resident species, such as bottlenose dolphins, seals and minke whales, to visiting species, such as beaked whales, humpback whales and orcas.

Implement mitigation measures

Fugro has several measures in place to mitigate the negative impacts of underwater noise pollution. Fugro employs marine mammal observers (MMOs) and conducts passive acoustic monitoring (PAM) when required by clients or legislation, pausing operations when a marine mammal is detected. These procedures follow Joint Nature Conservation Committee (JNCC) guidelines for minimising the risk of injury to marine mammals from geographical surveys.

Most of Fugro's vessels have a diesel electric power setup to avoid vibration, as well as vibration dampers and insulation to reduce noise. Fugro is also expanding remote operations using USVs, which are quieter than traditional vessels. Fugro conducts UXO clearance operations in accordance with local requirements and environmental best practices. Low or high order clearances are a last resort for clearance, with avoidance (leave in place) and lift-and-shift options being preferred where possible. During UXO clearance, Fugro applies low order techniques if feasible, noise forecasts, double bubble curtains and continuous noise monitoring.

Fugro also contributes to scientific research on underwater noise, including a 2023 study led by the Institute of Marine Research (IMR) in Bergen, Norway to assess the effects of seismic sound generated by a sparker source on fish behaviour. Initial results indicated no observable negative effects. Follow-up research using air gun sources and tagged cod is ongoing, with results expected in 2026.

Further research is needed on the effects of underwater noise on marine life. Fugro recognises its role in advancing industry knowledge through both the services it provides to its clients, and through knowledge sharing in industry organisations. Effectively managing underwater noise begins with understanding how sound behaves in different marine environments. Fugro has created software to support our clients and our own operations by modelling the acoustic footprint of offshore activities and assessing their potential impact on marine life. This includes estimating the sound power of various

sources, predicting how sound diminishes over distance, and identifying mitigation zones, areas where marine animals may be exposed to behavioural disturbances, temporary hearing shifts, or more serious outcomes such as hearing damage. These steps help identify risks and define appropriate mitigation measures for regulatory compliance and environmental protection.

No metrics or targets have been set for underwater noise pollution due to insufficient data on underwater noise levels and their potential impacts on marine species.

Invasive species

Evaluate impacts

Vessels travelling between regions can transport a diverse range of marine species in its ballast water or through hull biofouling, including 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, causing ecological, economic and health issues.

Implement mitigation measures

To minimise the likelihood of transferring invasive species at sea, all Fugro vessels comply with the ballast water standards of the International Maritime Organization (IMO). The international ballast water management certificate and ballast water management system are checked during internal audits and external audits carried out by a certified organisation.

Moreover, Fugro has implemented ship-specific biofouling management plans in accordance with IMO guidelines, designed to minimise biological growths on the hull thereby minimising the likelihood of transporting invasive species. These plans are regularly reviewed following dry-docking periods, or any major change to the vessel. Vessel crews have been educated on environmental and operational risks posed by biofouling.

Since 2024, Fugro is trialling ultrasound transmitters to prevent growth on ships' hulls. This technology is being trialled on eight vessels across all operating regions. Several of these vessels are scheduled to dry dock in 2026, which is when the effectiveness of this technology will be evaluated.

By minimising the introduction of alien species, Fugro contributes to the 2030 target six of the Kunming-Montreal Global Biodiversity Framework, as well as the EU Biodiversity Strategy for 2030.

Biodiversity impacts from projects in the downstream value chain

Fugro recognises potential biodiversity impacts of client projects, and aims to raise awareness among commercial teams to identify risks related to conversion or degradation of protected areas and critical habitats at project acceptance.

Fugro does not engage in deep sea mining services until the impacts on the environment and ecosystems are thoroughly assessed by independent research organisations and clear regulation is approved by the UN International Seabed Authority (ISA). In parallel, Fugro's Geo-data expertise supports deep ocean environmental studies and to scientific and independent research on the matter of deep-sea mining.

Contribute to biodiversity protection through client solutions

Fugro's Geo-data capabilities enable clients to assess environmental impacts and pursue biodiversity-positive infrastructure to achieve the targets set in international agreements and (supra)national regulation. For several decades, Fugro has provided environmental services, including support to offshore wind developers through environmental impact assessments. Building on this experience, Fugro is further embedding environmental expertise into its client offering across the full project lifecycle. High-quality data underpins the effective application of the mitigation hierarchy, enabling clients to avoid or minimise potential environmental impacts and to identify opportunities for biodiversity enhancement.

A good example is the BeWild project, which develops innovative methodologies and technologies for remotely undertaking habitat mapping services using advance HD video and eDNA acquisition to provide information about seabed habitats and species. In 2025, the BeWild project conducted the world's first fully remote ecology survey of an operational wind farm, as part of the CrossWind's Hollandse Kust Noord offshore wind farm project, demonstrating a more efficient and less disruptive approach to marine environmental monitoring.

Fugro also applies its Geo-data solutions to support ecosystem restoration and resilience projects, such as the Italian government's Marine Ecosystem Restoration Project, mapping coastal habitats along the Italian coastline. In 2025, Fugro acquired EOMAP, a leader in mapping and monitoring of marine and freshwater environment through satellite Earth Observation (EO); they have already been a key player in the Italian coastline mapping project. Adding EO technology to Fugro's existing mapping solutions is a step in exploring new opportunities to further expand Fugro's capabilities into biodiversity related projects. The market for EO solutions is growing due to

increasing environmental regulations globally, the need to address climate change impacts, and the recognition of marine ecosystems' vital role in the planet's health.

Contribute to biodiversity protection through partnerships and data sharing

Fugro actively supports the United Nations Decade of Ocean Science for Sustainable Development 2021-2030 through its partnership with the Intergovernmental Oceanographic Commission of UNESCO (IOC/UNESCO). 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. In 2024, Fugro, together with other industry members, founded the Corporate Data Group co-chaired by Fugro's CEO Mark Heine, whilst also supported by a full-time Fugro data expert 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.

To support the efforts of the Corporate Data Group, in 2025, the group developed a policy recommendation advocating for IOC Member States to support the sharing of data for all ocean related data collection in waters under their national jurisdiction, which was adopted by the 33rd session of the IOC Assembly held in Paris.

This decision urges Member States to support the sharing of data for all ocean related data collection in waters under their national jurisdiction through the inclusion of data sharing provisions in licensing and permitting agreements within their jurisdictions. In addition to the publication in 2024 of a Bathymetry Data Sharing Guideline, in 2025, the group published a Marine Megafauna Data Sharing Guideline.

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 2025, Fugro contributed an additional 140,000 km² of in-transit bathymetry data to the initiative, with a total of over 3 million km² data collected since the start of the project.

Fugro is also a patron of the UN Global Compact's Ocean Stewardship Coalition, a global network of ocean businesses, focused on sustainable ocean economy. Realising the importance of oceans in the transition to a net-zero, resilient, and equitable economy, and in meeting the 2030 Sustainable Development Goals, 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, reflecting the global business community's shared duty to act for ocean health. It promotes collaboration on how ocean industries can contribute to achieving the Paris Agreement and UN Global Sustainable Development Goals.

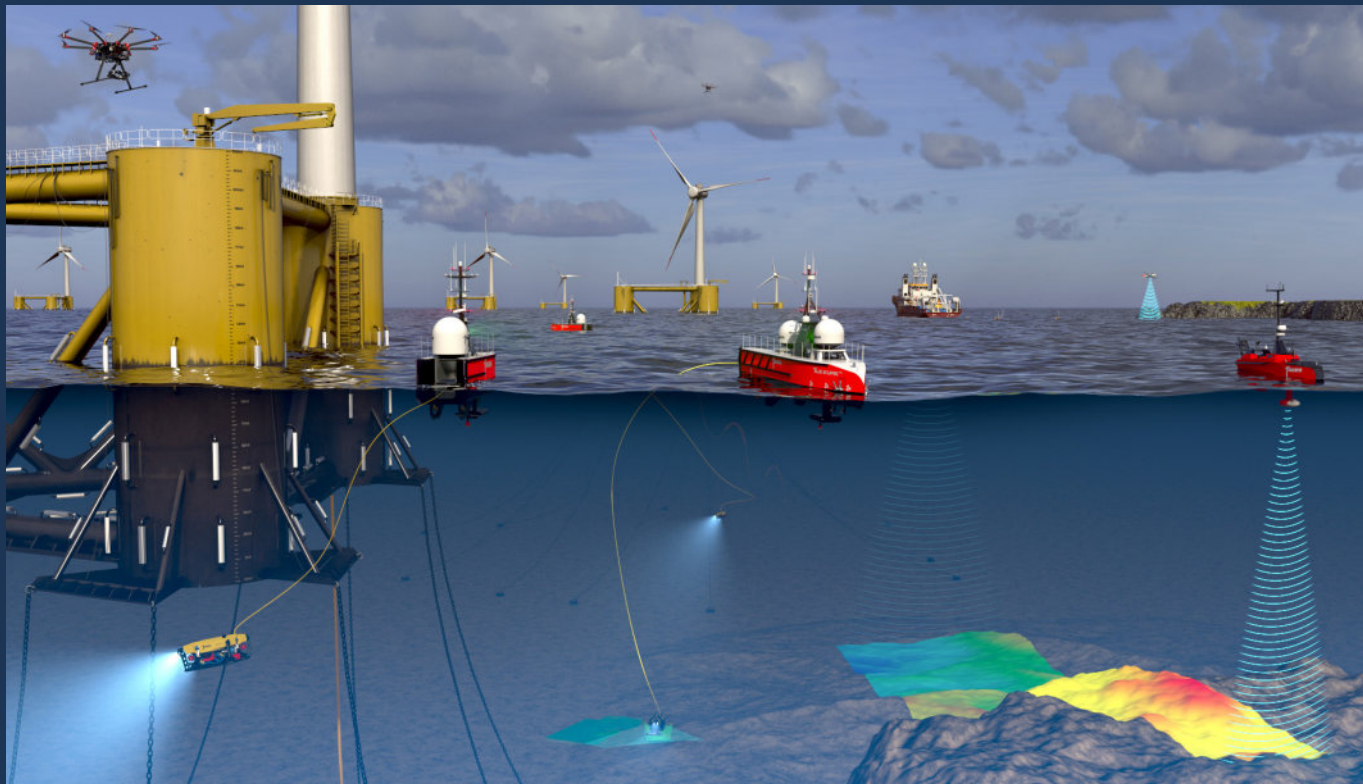
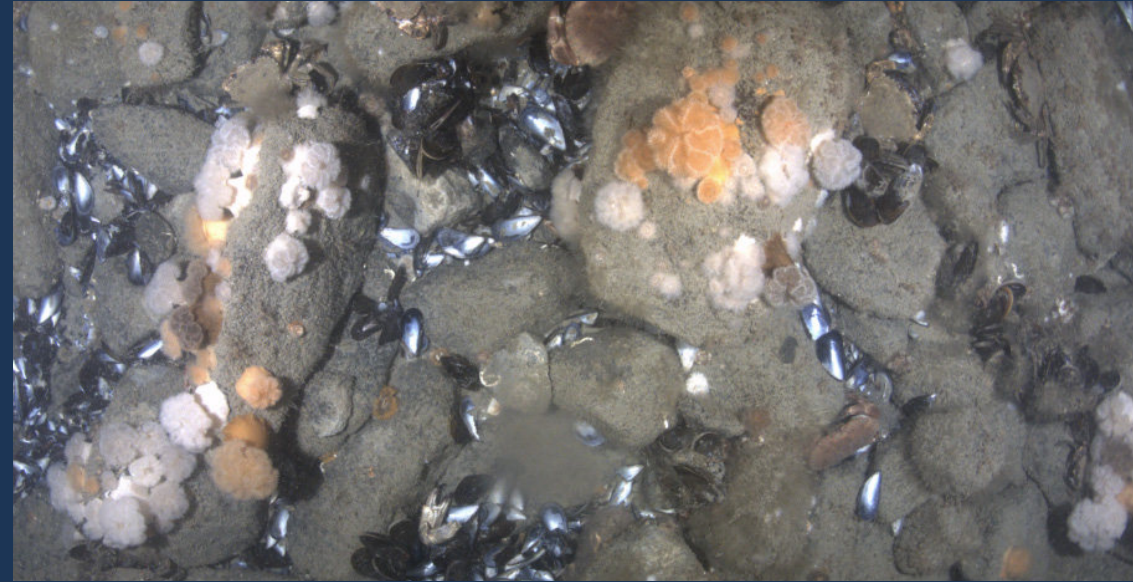


CLIENT PROJECT

Pioneering remote ecology monitoring for offshore wind farms

The BeWild project, led by Fugro, has achieved a world-first: a fully remote ecology survey at CrossWind's Hollandse Kust Noord offshore wind farm.

Together, the BeWild partners used cutting-edge technology by integrating computer vision and environmental DNA (eDNA) sampling into Fugro's Blue Volta® electric remotely operated vehicle, deployed from the Blue Essence® uncrewed surface vessel,



operated from Fugro's remote operations centre in Aberdeen. This approach embeds ecological monitoring into routine inspections, reducing costs and environmental impact while supporting marine biodiversity.

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 workplace and a culture of belonging where people can develop their talents and excel. Our commitment extends beyond our own workforce to our value chain. 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 and security
- Labour practices and human rights
- Culture of belonging
- Talent management, learning and development

Responsible supply chain →

- Potential impacts on workers in the value chain
- Management of relationships with suppliers



Own workforce

Material impacts, risks and opportunities

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') with a distinct group being marine crew on its owned vessels ('seafarers'), who may work under Fugro employment contracts as Fugro's employees or through crewing agencies as 'non-employees.' Preventing potential harm from exposure to safety risks is a top priority for Fugro. People working in field or offshore environments are most

Own workforce

Material topics	Policy	Value chain	Description of impact / risk / opportunity	Term	Key performance indicators								
Health, safety and security	HSSE policy and management system	Own operation	<p>⊖ € Fugro's 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).</p>	S/M/L	<p>Lost time injury frequency (per mln. hours)</p> <table border="1"> <tr><th>Year</th><th>Value</th></tr> <tr><td>2025</td><td>0.46</td></tr> <tr><td>2024</td><td>0.20</td></tr> <tr><td>Target</td><td>0.20</td></tr> </table>	Year	Value	2025	0.46	2024	0.20	Target	0.20
Year	Value												
2025	0.46												
2024	0.20												
Target	0.20												
Labour practices and human rights of own workforce	Policy on human rights	Own operation	<p>+ Fugro provides fair terms and conditions of employment and equal opportunity for professional growth, which have a positive impact on people and society.</p>	S/M/L									
			<p>⊖ Several employees have lost their jobs because of the economic downturn in the offshore wind market.</p>										
Culture of belonging	Culture of belonging policy	Own operation	<p>+ Creating a culture of belonging has a positive impact on employees' job satisfaction.</p>	S/M/L	<p>Female employees (in %)</p> <table border="1"> <tr><th>Year</th><th>Value</th></tr> <tr><td>2025</td><td>24</td></tr> <tr><td>2024</td><td>23</td></tr> <tr><td>Target</td><td>23</td></tr> </table>	Year	Value	2025	24	2024	23	Target	23
			Year		Value								
2025	24												
2024	23												
Target	23												
			<p>€ Inclusive work culture is a clear priority that helps the company to perform better. Decision-making is improved in teams where people learn to listen to each other and take diverse ideas on board.</p>	S/M/L	<p>Women in senior management (in %)</p> <p>25% by 2025 and 25%-30% by 2027</p> <table border="1"> <tr><th>Year</th><th>Value</th></tr> <tr><td>2025</td><td>23</td></tr> <tr><td>2024</td><td>24</td></tr> <tr><td>Target</td><td>25</td></tr> </table>	Year	Value	2025	23	2024	24	Target	25
Year	Value												
2025	23												
2024	24												
Target	25												
Talent management, learning and development		Own operation	<p>+ Fugro's focus on life-long learning and development, supported by a robust cycle of performance management, has a positive impact on employees' job satisfaction, growth opportunities, and employability.</p>	S/M/L	<p>Employee net promoter score (eNPS)</p> <p>> 30 by 2027</p> <table border="1"> <tr><th>Year</th><th>Value</th></tr> <tr><td>2025</td><td>26</td></tr> <tr><td>2024</td><td>36</td></tr> <tr><td>Target</td><td>> 30</td></tr> </table>	Year	Value	2025	26	2024	36	Target	> 30
			Year	Value									
2025	26												
2024	36												
Target	> 30												
			<p>€ Thanks to its learning & development opportunities, people see Fugro as an attractive company to work for, creating the opportunity to retain and attract talent to consistently deliver high quality projects. In addition, talent development processes help the company to identify, develop and mobilise talent.</p>	S/M/L	<p>Voluntary employee turnover rate (in %)</p> <p>< 8 by 2027</p> <table border="1"> <tr><th>Year</th><th>Value</th></tr> <tr><td>2025</td><td>9</td></tr> <tr><td>2024</td><td>9</td></tr> <tr><td>Target</td><td>< 8</td></tr> </table>	Year	Value	2025	9	2024	9	Target	< 8
Year	Value												
2025	9												
2024	9												
Target	< 8												

prone to safety risk. Fugro's future workforce initiatives promote remote operations from onshore operating centres to increase safety and allow employees to spend more time with their families.

Responsible workforce transformation

In response to ongoing market challenges and the need to ensure long-term resilience, Fugro is implementing a series of cost reduction measures across the organisation. Regrettably, this includes a reduction of our workforce in certain areas of our business. We are committed to managing this transition responsibly and with care for our people. Fugro prioritises voluntary solutions wherever possible, including natural attrition, early retirement, and part-time work arrangements. Investment in internal mobility and reskilling, helps employees find new opportunities within or outside Fugro. Where forced lay-offs are inevitable, we consistently provide tailored redundancy packages, which vary by country. We actively engage with works councils in countries where these are present and work toward agreements that help mitigate the impact.

Our approach is guided by our values - ensuring transparency, fairness, and respect in every step of the process - and our commitment to being a responsible employer. We recognise that the effects of these changes vary across geographies and business units, and we are tailoring our actions accordingly. We remain steadfast in upholding our values. We continue to work closely with employee representatives to maintain a constructive social partnership and to implement all measures with care and integrity.

Characteristics of Fugro's workforce

Number of employees (headcount) by gender

	31 December 2025	31 December 2024
Female	2,450	2,622
Male	7,771	8,589
Other	3	2
Not reported	3	6
Total employees¹	10,227	11,219

¹ The related number of FTEs is reported in note 12 of the consolidated financial statements.

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

	31 December 2025	31 December 2024
United Kingdom	1,805	1,900
Netherlands	1,640	1,672
United States of America	less than 10%	1,190

Number of contingent workers

	31 December 2025	31 December 2024
Vessel crew employed via crewing agencies	512	519
Contingent workers - project	569	732
Contingent workers - office	141	293
Total contingent workers	1,222	1,544

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 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 Culture of Belonging policy. The Chief Human Resources Officer is responsible for implementation of this policy. Refer to paragraph Culture of belonging.

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). Refer to paragraph Health, safety and security.

Health, safety and security

HSSE is embedded in everything we do - it is how we protect what matters most. We follow a dual approach that combines operational reliability with ambitious transformation through engaged teams, simplified risk management, and continuous learning:

- The 3S Framework – our operational backbone. It ensures we run HSSE reliably, consistently, and with a mindset of continuous improvement. The three pillars - Think Safe, Work Safe, Stay Safe - guide our everyday actions and decisions.
- The Care4You Strategy – our transformation engine. It sets our sights on the horizon, guiding key HSSE programmes that simplify risk management, advance engagement, and accelerate organisational HSSE learning.

In 2025, Fugro consolidated both the HSSE and Quality (Q) teams under the Operational Excellence function to more closely align common multiple workstreams and operational synergies. This has led to the appointment of a combined HSSE & Q leadership team, tasked to develop and drive implementation of global health, safety, security, environment and quality strategies. The team provides oversight, governance, and cultural leadership for safety and quality across all operations, regions and functions, ensuring consistency and continuous improvement globally.

Compliance and standards

Fugro applies a consistent HSSE approach across all global operations and adheres to the highest international standards. Our policies and practices align with recognised best practices and are certified to:

- ISO 9001 (Quality Management)
- ISO 45001 (Occupational Health and Safety)
- ISO 14001 (Environmental Management)
- International Management Code for the Safe Operation of Ships, or equivalent certifications

Simplifying HSSE risk management

Throughout 2025, we have worked to simplify HSSE risk management, placing emphasis on safeguarding people by removing complexity and focusing on what truly matters. Critical Risk Management is Fugro's strategic initiative to proactively manage high-

consequence risks and prevent serious injuries. Internal and external data were collected and analysed to understand activities linked to critical risks. The insights will be translated to practical toolkits and workshops in 2026. In addition, we are introducing more visual work and safety instructions to clarify task-specific risks, roles, and controls – especially in high-risk environments. These visuals make complex procedures accessible, strengthen compliance, and enable proactive hazard identification.

Security protocols

In 2025, Fugro advanced its security protocols by appointing regional roles and responsibilities across global operations. This collaborative approach enabled the identification of location-specific vulnerabilities and the sharing of best practices. By fostering cross-regional dialogue and leveraging local expertise, we have strengthened our ability to proactively manage risks and respond to emerging threats.

HSSE onboarding

Fugro has introduced an interactive standardised HSSE onboarding experience that goes beyond compliance, fostering a proactive safety mindset and building the foundation for a safe workplace and a strong culture of care. Engagement is at the core of this approach, shaping a new way to learn about HSSE. The multi-stage framework draws on lessons learned, regional needs, and best practices from across global operations.

In October 2025, the new HSSE onboarding was launched globally, featuring a safety film designed to touch the hearts and minds of our employees, a digital platform presenting authentic operational scenarios that create an interactive and engaging experience, and role-specific HSSE training modules to further enhance the safety skills and capabilities of Fugro's workforce.

Management site visits

The approach to management site visits has been redefined to foster meaningful conversations through learning from operational teams - exploring what doesn't make sense, what's different, what's dangerous, and what's difficult (4D approach). This enables leaders to uncover critical HSSE insights without needing to be HSSE experts themselves. Most eligible leaders in operational management roles have participated in sessions introducing the new approach, which received highly positive feedback across the business. In 2026, this tool will be further enhanced by providing further guidance and inspiration, improving the reporting process, and promoting a collaborative team-based approach. Observations from management site visits are registered in the HSSE reporting system and followed up with specific actions.

Accelerating learning and improvement

At the start of 2025, Fugro transitioned to a new QHSSE reporting and management system to strengthen oversight through enhanced data and insight. In parallel, a structured learning framework was initiated to systematically capture, analyse, and embed lessons learned, reinforcing effective risk management and safeguarding our people, the environment, and our assets.

The introduction of the new system was accompanied by clear reporting instructions to support ESRS-compliant reporting by employees and contingent workers. In prior years, safety metrics were reported for employees, contingent workers and subcontractors combined. The number of incidents, as well as the lost time injury frequency and total recordable case frequency, increased compared to 2024, but remained lower than during the period 2020–2023, as shown in the Five-year historical review on page 230.

Learning from both successes and setbacks is core to our culture. Our people's insights have led to clear improvement measures, and we have prioritised introducing and measuring hard controls in response to events across the business – helping us prevent repeat occurrences and move closer to safety excellence.

Safety performance metrics

	2025	2024
% of people in the workforce who are covered by the Fugro health and safety management system	100%	100%
Number of lost time injuries - employees	10	
Number of lost time injuries - contingent workers	4	
Number of lost time injuries - total workforce	14	
Number of lost time injuries - total workforce & subcontractors		7
Lost time injury frequency - employees	0.37	
Lost time injury frequency - contingent workers	1.03	
Lost time injury frequency - total workforce	0.46	
Lost time injury frequency - total workforce & subcontractors		0.20
Days lost due to work-related injury or illness - employees	85	
Days lost due to work-related injury or illness - contingent workers	146	
Days lost due to work-related injury or illness - total workforce	231	
Days lost due to work-related injury or illness - total workforce & subcontractors		68
Number of total recordable cases - employees	36	
Number of total recordable cases - contingent workers	7	
Number of total recordable cases - total workforce	43	
Number of total recordable cases - total workforce & subcontractors		40
Total recordable case frequency - employees	1.35	
Total recordable case frequency - contingent workers	1.81	
Total recordable case frequency - total workforce	1.41	
Total recordable case frequency - total workforce & subcontractors		1.12
Number of fatalities - employees	0	1
Number of fatalities - contingent workers	0	0
Number of fatalities - subcontractors	0	0
Completed mandatory annual Life Saving Rules e-learning (%) - covering employees and contingent workers	97%	94%

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 2025, 93% (2024: 91%) of female employees and 88% (2024: 85%) of male employees had a permanent employment contract.

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. Whilst 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. 15% (2024: 14%) of Fugro's employees are covered by collective labour agreements.

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 41% (2024: 39%) for Fugro groupwide.

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, in line with the ILO definition, 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 and calculated for the work performed during the normal hours of work excluding overtime. Fugro's 2025 living wage assessment, conducted twice a year after the compensation review cycle and at year-end, compared data from its global human resource system with benchmark data provided by 'WageIndicator', a well-known labour market database. In the most recent living wage assessment, a few employees were identified as earning less than the living wage threshold in Albania, Hong-Kong and Singapore. These nine cases (1% of total employees in these countries) will be corrected.

Remuneration ratio

The annual total remuneration ratio of the highest paid individual to the median annual total remuneration amounts to 55 (2024:58) including all pay elements: base pay, variable allowances, and actual bonus payments in the reporting year, which are based on performance evaluation and STI, LTI vesting for the prior year.

The remuneration ratio according to the Dutch Corporate Governance Code, which has been reported in the Remuneration report through 2023, is based on total remuneration of the CEO including the STI and LTI related to the performance of the reporting year divided by the average personnel cost per FTE in the reporting year.

The remuneration ratio according to this methodology is 12 (2024: 31). The difference with the prior calculation is mainly caused by including the accrued bonus and share-based remuneration for the CEO in the reporting year versus the actual paid bonus and share-based remuneration, and the median remuneration being lower than the average personnel cost.

Culture of belonging

Fugro fosters a workplace culture where individuals are empowered to bring their full selves to work. Guided by its Culture of Belonging policy, the company promotes respect, equity, and inclusion. Opportunities are shaped by merit, potential, and contribution, regardless of personal or social characteristics. This approach reflects a deep commitment to human dignity and the belief that diversity enriches teams, drives innovation, and strengthens outcomes for clients and communities. We continuously evaluate our working environment through both qualitative and quantitative insights, and engagement surveys and local focus groups help us identify challenges early and take targeted actions to strengthen belonging and wellbeing.

In 2025, female representation in senior management stands at 23%, marking a decrease from 24% in 2024 and below the 25% target for 2025. This reflects a combination of factors, including changes in organisational structure. Our ambition of 30% by 2027 remains firmly in place, through continued focus on strengthening the leadership pipeline, supporting career progression, and creating conditions that enable women to thrive in senior roles.

The Women@Fugro network continues to play an active role in raising awareness and driving initiatives on gender-related topics and is open to all employees. In 2025, International Women's Day was marked by an inspiring online training programme, fostering dialogue and reflection. Pride & Respect month was celebrated in June, highlighting LGBTQIA+ inclusion across the organisation. In October, Fugro observed Mental Health Day with a series of globally accessible lectures and workshops focused on resilience, psychological safety, and mindfulness, reinforcing the importance of wellbeing. In addition, Fugro's Employee Assistance Program supports wellbeing and provides immediate assistance to employees and their families.

The annual Values Awards have become a cornerstone of our recognition culture, honouring individuals and teams who demonstrate exceptional alignment to our values: We are determined to deliver, We build trust, We prepare for tomorrow, and We do what's right. These celebrations make our culture visible, spotlight role models in all regions, and strengthen pride in contribution, driving belonging and engagement.

The following initiatives further stimulate inclusion throughout the company:

- Strengthen the Culture and Belonging calendar as a year-round framework for global, local, and employee-led inclusion initiatives.
- Empower employee network groups to lead inclusive conversations and foster cross-functional engagement.

- Advance inclusive leadership capabilities through programmes focused on cultural awareness, bias mitigation, and psychological safety.
- Integrate cultural and diversity awareness through recognition of key cultural, religious, and remembrance moments.

Diversity metrics

Gender diversity in senior management

	31 December 2025	31 December 2024
Female (%)	23%	24%
Male (%)	77%	75%
Female (headcount)	39	41
Male (headcount)	131	127
Other (headcount)	0	0
Not reported (headcount)	1	2
Total number of employees in senior management (headcount)	171	170

Distribution of employees by age group (headcount)

	31 December 2025	31 December 2024
Under 30 years old	1,666	1,969
30-50 years old	6,162	6,620
Over 50 years old	2,399	2,630

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 calculation based on base salary only for all employees globally shows no gender pay gap, although pay gaps differ per country. 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), on all employees showed a pay gap of 8.7% in favour of male employees (2024, for countries with more than 250 employees: 10%). This 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 culture of belonging 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.

The outcomes of all analysis, done globally and per country, are used to instigate further evaluations at local level. These evaluations and the further 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 management, learning and development

Fugro's success in delivering high quality solutions is determined by the commitment of its highly skilled people and the ability to attract, develop, mobilise and retain talent. In 2025, 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.

Lifelong learning and development are essential to support business growth, and 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 2025, 102,887 training courses were completed through the academy (2024: 119,912). The average number of formal internal training hours per employee was 17.

Moreover, Fugro supports lifelong learning via regular performance and career development reviews. In 2025, 96% (2024: 97%) of eligible employees participated in such reviews (women 97%; men 96%).

Technical learning

Technical expertise is the heart of Fugro's success. A wide range of technical programmes are offered to our technical workforce, ensuring 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-learnings developed in partnership with subject matter experts.

In 2025, we further invested in the remote operations learning curriculum to prepare our staff and clients for the future of autonomous maritime operations. A milestone in 2025 was the recognition of our new programme Generic Maritime Autonomous Surface Ships (MASS) Remote Operator Training by the British Maritime and Coastguard Agency.

Leadership development

Grounded in Fugro's strategy and culture, in 2025 Fugro launched the GREAT (Guidance, Reflection, Empowerment, Accountability, and Teamwork) leadership model – a practical and values-based framework designed to help our leaders lead with clarity, confidence, and care. From early-career leaders to senior executives, our U.Series suite of leadership development programmes is designed to offer deeply personal learning experiences while also reflecting the latest external trends in leadership development. By integrating GREAT into the U.Series leadership programmes, we ensure that our leadership culture is consistent, future-focused, and aligned with our values. In 2025, 569 leaders participated in a formal leadership programme, and 2,081 participants attended manager masterclasses. Looking ahead, the GREAT model will be further activated in diverse ways across the organisation.

Generic & business skills

Fugro Academy delivers a wide range of learning solutions in 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 2025, over 981 business training enrolments were supported via live facilitated sessions, with a further 12,241 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-learnings.

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

Fugro engages with its workforce through bi-annual company-wide engagement surveys. In addition, there is regular interaction with works councils in countries where these are present. The company targets an employee net promoter score (eNPS) of over 30 by 2027. In 2025, two surveys were conducted. The April survey showed an eNPS of 34, followed by a decline to 26 in October, which still is one point above external benchmarking. This decline reflects the impact of market volatility on Fugro's business and financial performance, and resulting required cost reductions including workforce reductions, and highlights the importance of ongoing engagement.

Managers across the organisation received training and insights to support effective follow-up. Action plans and team discussions were initiated to address feedback and drive improvement. Regional Group Directors are accountable for engagement outcomes and follow-through in their areas. Seafarers are also included in the engagement process, with follow-up coordinated by the global fleet crewing manager through vessel visits and annual crew seminars.

Employee net promoter score (eNPS)

	2025		2024	
	Q4	Q2	Q4	Q2
eNPS	26	34	36	32
Response rate	62%	74%	70%	70%

Voluntary turnover reflects resignations only and provides an indication of the sense of belonging and engagement. Voluntary turnover was 9% in 2025 (2024: 9%). Fugro aims to decrease voluntary turnover to 8% in 2027. Overall employee turnover includes resignations, (temporary) contract termination, dismissal and retirement. The increase in employee turnover can be explained by the restructuring that was needed to adapt to the challenging conditions in Fugro's energy markets.

Employee turnover

	2025	2024
Number of leavers	2,290	1,980
Employee turnover rate	21%	18%
Voluntary employee turnover rate	9%	9%



Responsible supply 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.

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 Supplier and Partner Code of Business Principles builds 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.

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 programme in chapter Business conduct for more information). Direct communication takes place with value chain workers who work on Fugro (project sites (subcontractors)). To date, Fugro has not identified additional material direct impacts or dependencies on value chain workers and has, therefore, not adopted a specific process to engage with value chain workers directly.

Supplier due diligence and the Supplier and Partner Code of Business Principles are implemented through the Procurement function, under responsibility of the Global Director Operational Excellence. Global Compliance manages the framework and escalation process for risks associated with bribery, human rights, and sanctions.

Responsible supply chain

Material topics	Policy	Value chain		Description of impact / risk / opportunity	Term	Key performance indicators
Responsible supply chain	Policy on human rights	Upstream	⊖ €	Suppliers could potentially have 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. By promoting an ethical way of working and setting expectations to respect human rights, labour standards, health and safety, environment, anti-bribery and corruption, Fugro intends to have positive impacts on people and avoid negative impacts on the environment.	S/M/L	
	Supplier and partner code of business principles		+			
	Supplier due diligence policy					

Accountability for implementation of the Code of Conduct and related policies lies with the Board of Management.

Management of relationships with suppliers

Sanction screening

All suppliers are screened and continuously monitored for sanctions risks, including checks against applicable sanctions lists. Where screening identifies a potential concern, the matter is reviewed by the Global Compliance function. If a sanctions-related issue is confirmed, Fugro does not proceed with onboarding or continuing the supplier relationship. Where appropriate, additional information may be requested to clarify or resolve screening findings. In 2025, one subcontractor was flagged due to a past civil settlement for alleged fraudulent billing practices, leading to termination of future engagement. No other sanctions-related issues were identified in relation to suppliers during the reporting period.

Established supplier assessment

Fugro's standard supplier due diligence process includes a detailed self-assessment questionnaire that covers their approach to health and safety, labour practices, environmental protection, and anti-corruption measures, and the contractual obligation to adhere to Fugro's Supplier and Partner Code of Business Principles.

For supplier categories with potentially relatively high risks to workers, additional measures are in place. These categories include:

- *Third-party vessel owners:* Fugro uses BIMCO charter agreements, which include requirements for HSSE management for crew safety and compliance with the Maritime Labour Convention of the ILO. Before entering into a charter agreement, a thorough vessel vetting procedure is completed, including health and safety requirements.
- *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 must 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.

- *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.

In addition, Fugro developed a risk-based approach to supplier due diligence, supported by tooling that supports analysis of supplier ESG information, as well as a systematic approach to defining subsequent actions. While this methodology is being implemented, Fugro applies the transitional provision for value chain information.

Enhanced supplier due diligence approach

Fugro's risk-based approach to supplier due diligence and responsible sourcing is currently being implemented across the organisation. 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 global sanctions and watchlists. Only suppliers that clear the sanction screening are subject to further ESG due diligence.

Suppliers are categorised based on the inherent ESG risk profile related to their country of operation and industry which dictates the required level of scrutiny. High-risk suppliers undergo more intensive review, while lower-risk suppliers receive standard monitoring. High-risk suppliers complete a self-assessment survey covering ESG topics, such as GHG emissions and reduction targets (see paragraph Greenhouse gas emission reduction targets in chapter Climate change), health and safety, human rights including labour rights and living wages, and governance measures such as anti-bribery and anti-corruption. In addition, adverse media is screened to identify potential compliance risks.

The outcomes of the surveys may lead to additional actions such as engaging with suppliers to discuss their responses or request documentation. If insufficient ESG management practices are uncovered, Fugro may choose to continue the business relationship and work with the supplier on an improvement plan, with periodic follow up assessments. As a last resort, Fugro may choose not to contract a new supplier or terminate an existing business relationship.

Progress in 2025

In 2025, the supplier due diligence programme progressed from pilot to phased implementation. Fugro successfully rolled out the new tooling and processes in Norway, and implementation is currently ongoing in the US, Germany, Saudi Arabia, the UAE, and the UK. For these countries, the existing suppliers have been assessed for inherent

ESG risk and high-risk suppliers have been invited to complete the ESG due diligence questionnaire. In total, 616 questionnaires have been sent out in 2025, including the pilot of 100 critical suppliers globally. The overall response rate was 46%.

In addition, the inherent ESG risk profiles of more than 5,500 suppliers globally were screened based on their country of operation and industry to establish a data-driven baseline of inherent ESG risk in the supply chain. This initial screening confirmed that health and safety of workers in Fugro's supply chain is a priority topic.

Fugro uses the outcomes of the screening to implement targeted mitigation measures for priority topics. For example, all new vendors, regardless of size or risk level, will be required to complete a basic ESG questionnaire covering health and safety, as well as carbon footprint. For high-risk suppliers, a higher level of scrutiny is applied. For example, during the ongoing rollout in the US, Fugro has engaged a third party that evaluates contractors against rigorous safety and compliance standards.

ESG criteria informing sourcing decisions

Category managers have started actively using ESG risk assessment tools in their vendor selection processes, embedding ESG risk factors as a key criterion for critical suppliers, such as new fuel providers and shipyards.

The due diligence process is also driving supplier engagement. The assessment of a key fuel supplier, for instance, revealed critical gaps in environmental management and supply chain due diligence, posing a risk to Fugro's net-zero commitment. This finding triggered direct engagement to request information and implement a collaborative improvement plan.

Going forward

The phased implementation has been providing critical insights, allowing us to improve our organisational structure and processes. The rollout helped to clearly define cross-functional roles and responsibilities, including an escalation protocol for mandatory engagement of expert functions for specific high risks.

The integration of the supplier due diligence process into Fugro's main Enterprise Resource Planning (ERP) system is a critical step toward achieving standardisation and automation across supply chain management. From 2026, Fugro entities utilising the main ERP system will transition to the new supplier management process, which significantly accelerates the implementation programme. For entities that have not yet transitioned to the main ERP system, a manual process has been defined. This serves as an interim solution to ensure compliance and risk management are maintained until their full transition to an automated process is achieved.

Governance

Fugro maintains high standards of responsible business conduct across our global operations. While working in different and often complex political, regulatory 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
- Anti-bribery and corruption prevention
- Speak Up programme: grievance mechanism and access to remedy
- Payment practices
- Political influence and lobbying activities



Business conduct

Business conduct policies and corporate culture

Fugro operates in diverse and often complex political, economic, and regulatory environments across the globe. Guided by our values and a strong commitment to responsible business conduct, Fugro ensures compliance with applicable laws and regulations, while fostering sustainable and ethical practices throughout its operations.

As a signatory to the United Nations Global Compact and a supporter of the OECD Guidelines for Multinational Enterprises, Fugro actively contributes to global efforts on sustainability, human rights, and anti-corruption. These commitments reinforce our role as a trusted partner in advancing the energy transition and enhancing climate resilience.

Code of Conduct and related policies

The Code of Conduct, together with its underlying policies, helps employees and contingent workers to put Fugro's 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 such as bribery and corruption, conflict of interest, principles of fair competition, responsible taxation, sanctions & export control, 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. 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 the relevant documents are easily accessible to all stakeholders, they are available in the company's most relevant working languages and accessible via intranet and its website.

Governance of the compliance function; addressing and reporting breaches

Fugro's compliance governance framework is designed to ensure ethical conduct, regulatory adherence, and business resilience across all operations. The General Counsel is a member of Fugro's Executive Leadership Team (ELT), providing strategic oversight and embedding compliance into core decision-making processes. The General Counsel chairs the Corporate Integrity Committee (CIC), which oversees all reported incidents of misconduct, including corruption and bribery. The CIC meets every four to six weeks to review cases, monitor independent investigations and recommend appropriate remedial actions. To safeguard impartiality, investigations are conducted outside the direct management chain of the individuals involved.

The Global Compliance team reports periodically to the Audit Committee on the effectiveness of the compliance programme. This includes updates on key compliance risks, Speak Up reporting and investigation trends, third-party due diligence and monitoring, sanctions and regulatory developments, and ongoing programme improvements.

Business conduct

Material topics	Policy	Value chain		Description of impact / risk / opportunity	Term	Key performance indicators
Business ethics & compliance	Policy on human rights	Own operation & Upstream	€	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	
	Code of Conduct and underlying policies					
	Supplier payment policy					

Embedding integrity into corporate culture

At Fugro, integrity and ethical conduct are foundational to our culture and business strategy. These principles guide decision-making, foster cross-functional collaboration, and build enduring trust with clients, business partners, and other stakeholders. Our commitment is operationalised through structured communication, targeted training and leadership engagement, ensuring that ethical behaviour is not only encouraged but expected across all levels of the organisation.

To reinforce our values, Fugro celebrates exemplary conduct through the annual Value Awards, which serve as a visible affirmation of our ethical standards and promote a culture of accountability and excellence. Interactive workshops led by our global compliance team further support employees in navigating ethical dilemmas, ensuring that integrity is embedded in daily operations.

Code of Conduct: training and implementation

All new employees and contingent workers are required to complete a Code of Conduct training which include interactive e-learning modules with real-life scenarios and exercises, covering:

- 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
- How to raise concerns and the importance of speaking up

In 2025, Fugro achieved a 98% completion rate for mandatory Code of Conduct training modules.

Anti-bribery and corruption prevention

Fugro maintains a zero-tolerance approach to bribery and corruption. All employees, including the Executive Leadership Team, and the members of the Supervisory Board, are considered at-risk functions and must complete the mandatory anti-bribery training. In high-risk jurisdictions, Fugro proactively mitigates exposure, particularly in government and port interactions, for example, by transitioning to a single global port agent. Contracts are structured with robust anti-bribery clauses, and expectations are clearly communicated to suppliers and third parties through our Supplier and Partner Code of Business Principles.

A structured, risk-based due diligence process is being implemented, to identify and mitigate risks related to bribery, corruption, and other compliance concerns before entering into business relationships.

Compliance monitoring and governance

To ensure ongoing adherence to our Code of Conduct and related policies, Fugro requires annual compliance declarations from key employees globally. In 2025, 97% of key employee submitted their declarations, affirming their commitment to ethical standards. The internal audit department, with its Director serving as a member of the Corporate Integrity Committee, conducts regular audits and reviews to monitor compliance across all levels of the organisation.

Responsible partnerships and third-party oversight

Fugro operates through a number of joint ventures and business partnerships, which require ongoing compliance oversight. All joint venture partners are subject to initial and periodic risk-based due diligence, including screening against sanctions and integrity databases. Where higher risks are identified, enhanced due diligence is performed with support from specialised external providers. Partnership agreements include compliance, anti-corruption and audit provisions. At the end of 2025, Fugro had 22 active joint ventures and partnerships, all of which undergo regular risk-based screening.

Fugro also works with commercial agents in selected markets where local representation is required. As of year-end 2025, Fugro engaged 5 commercial agents. All agents undergo structured due diligence prior to appointment and periodic re-assessment based on risk. Agent contracts include compliance obligations, audit rights and annual certification requirements. Higher-risk relationships are subject to enhanced review and monitoring.

International sanctions

Fugro is committed to complying with applicable international sanctions and export control laws. The company maintains a structured sanctions compliance framework, including risk-based screening of clients, partners, projects and vessels, supported by internal controls and specialist review.

Projects involving elevated sanctions or geopolitical risk require additional compliance assessment and, where appropriate, senior management approval. Fugro does not knowingly engage with sanctioned entities or individuals and takes steps to prevent indirect exposure through intermediaries or supply chains. Sanctions screening is integrated into Fugro's third-party due diligence and is being further embedded into

supplier onboarding and monitoring processes, including screening against sanctions and Politically Exposed Person (PEP) databases. See chapter Responsible supply chain.

Incidents of corruption or bribery

In 2025, 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 measures were deemed necessary due to breaches in procedures and standards related to anti-corruption and anti-bribery.

Speak Up programme

Fugro is committed to maintaining a safe, open, and ethical workplace where employees and stakeholders can raise concerns without fear of retaliation. Concerns can be reported directly to colleagues, management, or HR, or through Fugro's confidential Speak Up procedure, which is available to employees, contingent workers, suppliers, customers, value chain workers, and community members.

Speak Up is a core element of Fugro's compliance programme and is accessible via multiple channels, including an independent external reporting line available 24/7 in more than 50 languages, with the option to report anonymously. Fugro applies strict non-retaliation and confidentiality protections and handles all reports through a structured and fair investigation process aligned with the European Whistleblower Protection Directive. The Corporate Integrity Committee, consisting of the Group Director Human Resources, Director Internal Audit, and General Counsel, oversees investigations, reports significant matters to executive management, and ensures appropriate remedial actions are implemented and monitored. Speak Up awareness and trust are supported through Code of Conduct and compliance training, as well as employee engagement surveys. Awareness and accessibility of the Speak Up procedure among value chain workers and community members have not been formally assessed.

Incidents, complaints and severe human rights impacts

In 2025, Fugro received 64 reports through its Speak Up procedure relating to potential breaches of the Code of Conduct or underlying policies. These reports covered a range of topics, including (perceived) discrimination or harassment, conflicts of interest, safety-related issues and broader employee relations matters.

Depending on the nature and severity of the concern, cases were addressed through formal investigation, management or HR action, or other appropriate follow-up measures. Oversight of case handling, outcomes and remediation is provided

through the Corporate Integrity Committee. Where misconduct was substantiated, corrective actions were taken, which may include organisational, procedural or disciplinary measures.

As of the end of 2025, 4 cases remained under review or investigation. No cases resulted in fines, monetary penalties or compensation payments.

Based on the matters reported and assessed in 2025, Fugro did not identify any severe human rights impacts. Fugro assesses severity using factors such as scale, scope and the possibility of remediation, in line with internationally recognised human rights standards. No complaints were submitted to National Contact Points under the OECD Guidelines for Multinational Enterprises during the reporting period.

Approximately 42% of Speak Up reports were submitted anonymously. As anonymous reports cannot always be attributed to a specific stakeholder group, Fugro monitors reporting trends primarily to assess overall usage of the Speak Up procedure and to inform ongoing awareness and communication efforts.

Speak Up reports

	2025	2024
Investigated - (Partially) substantiated	24	20
Investigated - Unsubstantiated	11	16
Undetermined ¹	0	6
Not investigated ²	25	N/A
In review	4	2
Total number of reports	64	44

¹ "Undetermined" refers to cases where an investigation was initiated but could not be concluded due to insufficient information or lack of response from the (often anonymous) reporter.

² "Not investigated" is a new category introduced in 2025. Prior to 2025, cases where no investigation was conducted were included under "Undetermined". From 2025 onwards, this category reflects cases where no formal CIC investigation was initiated. This can include reports that are more appropriately addressed through other channels (e.g. HR, management or other follow-up), reports that are withdrawn, or reports where insufficient information is provided to proceed.

Payment practices

During 2025, Fugro settled its invoices on average within 57 days (2024: 54 days), calculated on invoice count from the date when the contractual or statutory term of payment starts to be calculated. 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 EU and local legal definitions, as a specific supplier category. Fugro's policy is to pay invoices from SMEs and self-employed professionals in accordance with local legal requirements. On average, Fugro settled invoices from SMEs in 56 days in 2025. Per 31 December 2025, no legal proceedings were outstanding for late payments.

Data privacy

Awareness of data privacy requirements continues to grow across the organisation. In 2025, the privacy function supported an increasing number of consultations on data protection impact assessments, personal data incidents, new initiatives and targeted training, helping identify risks early and embed privacy in daily operations. Fugro further strengthened its privacy maturity through improved privacy management tooling supporting documentation, risk assessments and incident handling. Privacy training remains mandatory for new employees, with additional role-based guidance for higher-risk functions. Data privacy is integrated into Fugro's broader digital compliance and AI governance activities, ensuring personal data protection is considered early in the development and use of digital and AI-enabled solutions.

Political influence and lobbying activities

Fugro actively contributes to several industry associations, professional organisations, and relevant groups and forums related to our industry to support our business goals and strategy, particularly on topics 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 COP30 in Brazil, 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 accordance with Fugro's Code of Conduct, Fugro has not made any financial or in-kind political contributions. Fugro's limited lobbying activities are aligned with its purpose and client solutions in support of the energy transition, infrastructure investments and climate change adaptation, and are overseen by the CEO and General Counsel. For example, in 2025, Fugro engaged with the Dutch Ministry of Infrastructure and Water Management for effective regulation for uncrewed surface vessels (USVs).

Fugro has regular contacts with Dutch embassies in various countries to provide input and support for trade missions. Similarly, Fugro interacts with various embassies in the Netherlands on roundtable sessions and events on policy related topics, including those of the United Kingdom, Australia, the US, the United Arab Emirates and the Kingdom of Saudi Arabia.

In 2025, Fugro focused on engaging and deepening the relationship with external stakeholders such as government officials, policymakers, trade associations and embassies in key markets. In addition to ongoing discussions with regards to climate change adaptation and offshore wind, maritime security has become increasingly important for governments seeking to protect critical underwater infrastructure. Given its longstanding provision of offshore asset monitoring solutions for various energy companies and other offshore asset owners, Fugro has been engaged in several high-level meetings and roundtable sessions on this topic, including during the NATO Summit in the Hague.

In the year under review, Fugro provided feedback to the European Commission on the EU Monitoring, Reporting and Verification (MRV) regulation of ships' emissions. In recognition of its proactive contributions across various platforms, Fugro has been invited to participate in a European Commission workstream on guidelines for the implementation of MRV and Emissions Trading System (ETS) for offshore vessels. The workstream is part of the European Sustainable Shipping Forum (ESSF), a platform for dialogue and coordination among the Commission, Member States, and maritime stakeholders.

In the US, Fugro hired professional lobby advice to support monitoring and engagement on legislative, regulatory and policy matters related to its core business activities. Federally, EUR 90,000 was spent on advocacy (2024: EUR 188,000), primarily focused on legislation and policies pertaining to energy development, energy permitting, and mapping (terrestrial, coastal, and ocean). Additionally, EUR 47,000 was spent on advocacy in the state of Florida (2024: EUR 0), primarily related to coastal resilience and mapping.

Memberships of associations

Fugro is a member of a wide variety of associations on a global, regional and national level in support of its strategy and business goals such as sustainable development, the energy transition, ocean health, coastal resilience, sustainable shipping, maritime safety and security and data sharing solutions. Fugro has board positions in a number of these associations, including the Maritime & Offshore NL (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 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), The Netherlands Industries for Defence and Security (NIDV), 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), Dutch Seacable Coalition, International Cable Protection Committee, SubOptic, and Society of Underwater Technology.

Annex

ESG accounting disclosures

Disclosures in relation to specific circumstances

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 two to five years. Long term is more than five years.

Changes in preparation or presentation of sustainability information

From 2025, safety performance metrics are reported for employees and contingent workers. In prior years, safety metrics were reported for employees, contingent workers and subcontractors combined. Comparative numbers cannot be reliably split between employees and contingent workers.

Reporting errors in prior periods

Scope 3 emission categories Purchased goods and services, Capital goods, and Business travel were found to be overstated for 2024 and have been corrected. For the baseline year 2022, 15 ktCO₂e have been recategorised from Purchased goods and services to Capital goods for the sake of comparability over time.

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 and Commission Delegated Regulation (EU) 2025/1416

Fugro uses the following phase-in provisions, meaning these disclosure requirements for material topics are not reported for 2025:

- 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 S1-11 Social protection
- ESRS S1-12 Persons with disabilities
- ESRS S1-14 The data points on cases of work-related ill health
- ESRS S1-15 Work-life balance
- Transitional provision related to the value chain

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 and fleet crew management 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 are 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 from 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 identifies the data quality controls for environmental, social and governance data and assesses 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 24 metres). 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 24 metres. It was noted that chartered support vessels were not always registered in the operational management system. Therefore, an additional manual control was implemented to collect fuel data for this specific group of

vessels, to be replaced by an automated control in 2026. In addition, Group Sustainability verifies the completeness of reported bunkering fuel with purchasing records. 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 HSE incidents. Group HSE, together with regional and local HSE management controls data quality in Fugro's HSE incident registration software. Strict HSE procedures and reporting instructions are regularly communicated through training, management site visits and safety moments. The residual risk of incomplete reporting of HSE incidents is low.
- Incomplete information on ESG impacts in the value chain. Fugro has started the implementation of a global tool to collect ESG information from suppliers. Before implementation of the new process, supplier due diligence is managed locally and the information on potential environmental and social impacts may not be available at group level. Fugro applies the transitional provision for value chain information and explains the efforts made to obtain this information in chapter Responsible supply chain. Insight in (potential) ESG impacts in the supply chain remains subject to the inherent limitations of a risk-based due diligence process.

Group Sustainability liaises with global functions and internal control functionaries on the monitoring of ESG-related risks and controls as part of Fugro's risk management and internal control framework.

Internal Audit reports their ESG-related findings to the Board of Management, the Executive Leadership Team 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 from calculated scope 3 GHG emissions. 37% of Fugro's 2025 scope 3 GHG emissions used primary data (2024: 33%) and 63% used spend-based method (2024: 67%). 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.

External dependencies affecting transition plan outcomes

The achievement of Fugro's net-zero transition plan and related decarbonisation ambitions is subject to significant outcome uncertainty. Progress depends on factors outside our direct control, including the pace of technological readiness, geopolitical developments influencing energy markets and supply chains, and the

level of client demand for low-carbon solutions. These external dependencies also create financial uncertainty, as the timing, scale and cost of transition measures may vary. Capital allocation requirements, potential changes in operating expenditures, availability of financing, and the economic viability of emerging technologies may impact the financial performance and feasibility of planned actions.

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 operational 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 the release of carbon dioxide, methane, nitrous oxide and in different compositions depending on the type of fuel, Fugro reports on GHG emissions in CO₂ equivalents, 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 come from the consumption of marine gas oil (MGO) by its vessels, including third-party chartered vessels over 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 for 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 10 June 2025).

Scope 2 GHG emission calculation methodology

Scope 2 emissions largely come from electricity consumption in 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, until 2025, Fugro applied the national grid emission factors published by the International Energy Agency (IEA) in the reporting year. For 2025, the carbon intensity of electricity per country was sourced from Ember (2026) – with major processing by Our World in Data (based on Ember datasets "Lifecycle carbon intensity of electricity generation", "Yearly Electricity Data Europe", and "Yearly Electricity Data").

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 activities (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 (well-to-tank) emissions from Fuel and energy related activities, 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, measured 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 by 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 caloric 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

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 or illness occurred. LTIF is reported for employees and contingent workers ('non-employees in the workforce') 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 is reported for employees and contingent workers ('non-employees in the workforce') in all Fugro's activities.

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 1 October of the prior 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.

Contingent workers

Individuals who work for Fugro on a non-permanent basis to fulfil a specific task, project or assignment

under Fugro's supervision and who are paid an hourly or daily rate for their work. These include self-employed workers and agency workers. Contingent workers are 'non-employees in the workforce'.

Number of employees by gender

Headcount as at 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 as at 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 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. Eligible employees at the review closing date of the reporting year (14 February) were hired on or before 1 September of the prior year, and not on long term leave when the performance review 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 at 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 under the Speak Up procedure during the reporting year.

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 farms, but also includes onshore wind farms, solar farms, hydropower dams, and constructions to generate energy from tides, waves, and geothermal heat.

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 predominantly 4.3 'Electricity generation from wind power'. This follows from Fugro's assessment that its activities, despite generally being in a (very) early stage, are an integral part of the construction of renewable projects. Fugro's interpretation is based on industry guidance and development guidelines that include activities such as geophysical and geotechnical surveys as part of the construction phase.

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 level. These economic activities are therefore excluded from eligible activities in the table below. The impact is considered not material, with the total Water segment currently representing 5% of the group's revenue (2024: 4%).

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 make a substantial contribution to climate change mitigation. Fugro's Taxonomy-eligible activities relate mainly to site characterisation work performed for

offshore wind farms, which are built (much) later by the client and other parties further down the value chain. For own operations, Fugro has measures in place to prevent or mitigate harm to the environment. Refer to chapters Climate change and Biodiversity and ecosystems. In the downstream value chain, Fugro cannot assess whether the 'do-no-significant-harm' criteria are met during the construction and operational phases, as this information is not fully available (yet) during the stages that Fugro is involved. Therefore, Fugro cannot report these activities as Taxonomy-aligned.

Fugro has established policies and procedures to prevent or minimise significant environmental harm and to uphold minimum social safeguards in its own operations in accordance with the OECD Guidelines for Multinational Enterprises and the UN Guiding Principles on Business and Human Rights. These safeguards include the principles and rights defined in the eight fundamental conventions of the International Labour Organisation's Declaration on Fundamental Principles and Rights at Work, as well as those within the International Bill of Human Rights. Further details can be found in the relevant sections of the sustainability statement.

In 2025, Fugro made notable progress in strengthening supply chain due diligence, as outlined in the Responsible supply chain chapter. The supplier due diligence programme advanced from its pilot phase into phased implementation. Beginning in 2026, Fugro entities using the main ERP system will adopt the new supplier management process, which significantly accelerates the rollout. For entities not yet on the main ERP system, a dedicated manual process has been defined. Through these measures, Fugro continues to work towards ensuring compliance with minimum social safeguards within its procurement processes.

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 2025, 53.0% out of total Taxonomy-Capex (non-IFRS performance measure; reference is made to the reconciliation of non-IFRS performance measures and glossary) of EUR 323.9 million (2024: 56.5% out of EUR 297.0 million) is considered eligible. Capital expenditures that are classified as eligible predominantly 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, uncrewed surface 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 2025, zero percent (2024: zero percent) of capital expenditures is reported as Taxonomy-aligned. General investments in sustaining the fleet are not specifically targeted at reducing greenhouse gas emissions or achieving the energy efficiency thresholds as defined in the EU Taxonomy. Specifically, these investments are not specifically targeted at reducing fuel consumption or enabling the attainment of Energy Efficiency Existing Ship Index (EEXI) values at least 10% below the EEDI requirements applicable on 1 April 2022, as specified in Annex I to Delegated Regulation (EU) 2021/2139 (as amended by 2023/2485). To reach net-zero carbon emissions from its own operations in line with its SBTi validated net-zero target 2050, Fugro continues to make targeted investments in decarbonisation of its vessels and equipment, and in USVs. These investments could potentially meet the criteria referred to above. It is noted however that Fugro's asset base is largely 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	Board of Management; 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 2025 [GOV-1 22d, GOV-2 26a,b,c]
			Corporate governance - Supervisory Board	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 2025 [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 functioning of the Supervisory Board [GOV-1 21e]
GOV-3 - Integration of sustainability-related performance in incentive schemes	Remuneration report	Remuneration Board of Management in 2025 (Short-term incentive (STI); Long-term incentive (LTI); ESG and strategic targets) Remuneration Board of Management per 2026		
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		

ESRS topics	Disclosure requirement	Annual Report chapter	Paragraph
	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	IRO tables in topical chapters	Double materiality assessment
	IRO-1 - Description of the process to identify and assess material impacts, risks and opportunities	General disclosures	Double materiality assessment
	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 2025	Remuneration Board of Management in 2025 (Short-term incentive (STI); Long-term incentive (LTI); ESG and strategic targets) Remuneration Board of Management per 2026
	E1-1 – Transition plan for climate change mitigation	Climate change	Transition plan - Fugro's roadmap towards net zero emissions 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	Double materiality assessment Climate-related risks and opportunities
	E1-2 – Policies related to climate change mitigation and adaptation	Climate change	Transition plan - Fugro's roadmap towards net zero emissions
	E1-3 – Actions and resources in relation to climate change policies	Climate change	Transition plan - Fugro's roadmap towards net zero emissions
	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	

ESRS topics	Disclosure requirement	Annual Report chapter	Paragraph
	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	
E4 Biodiversity and ecosystems	E4-1 – Transition plan and consideration of biodiversity and ecosystems in strategy and business model	Biodiversity and ecosystems	Biodiversity impacts from projects in the downstream value chain Contribute to biodiversity protection through client solutions Contribute to biodiversity protection through partnerships and data sharing
	SBM-3 – Material impacts, risks and opportunities and their interaction with strategy and business model	Biodiversity and ecosystems	Identifying and assessing biodiversity and ecosystem-related impacts and risks
	IRO-1 Description of processes to identify and assess material biodiversity and ecosystem-related impacts, risks and opportunities	General disclosures Biodiversity and ecosystems	Double materiality assessment Identifying and assessing biodiversity and ecosystem-related impacts and risks
	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	Underwater noise pollution Invasive species
	E4-4 – Targets related to biodiversity and ecosystems	Biodiversity and ecosystems	Invasive species
	E4-5 – Impact metrics related to biodiversity and ecosystems change	Biodiversity and ecosystems	Invasive 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; Responsible workforce transformation
	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 programme
	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	Health, safety and security Adequate wages Culture of belonging Talent management, learning and development
	S1-5 – Targets related to managing material negative impacts, advancing positive impacts, and managing material risks and opportunities	Own workforce	Own workforce Material impacts, risks and opportunities
	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	Own workforce	Number of contingent workers	
S1-8 – Collective bargaining coverage and social dialogue	Own workforce	Labour practices and human rights of own workforce	

ESRS topics	Disclosure requirement	Annual Report chapter	Paragraph
	S1-9 – Diversity metrics	Own workforce	Diversity metrics
	S1-10 – Adequate wages	Own workforce	Adequate wages
	S1-11 – Social protection	N/A (not disclosed)	N/A
	S1-12– Persons with disabilities	N/A (not disclosed)	N/A
	S1-13 – Training and skills development metrics	Own workforce	Talent management, learning and development
	S1-14 – Health and safety metrics	Own workforce	Health, safety and security
	S1-15 – Work-life balance metrics	N/A (not disclosed)	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	Responsible supply chain	Potential impacts on workers in the value chain
	S2-1 – Policies related to value chain workers	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 programme
	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	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
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	Double materiality assessment
	G1-1– Business conduct policies and corporate culture	Business conduct	Business conduct policies and corporate culture
	G1-2 – Management of relationships with suppliers	Responsible supply chain	Management of relationships with suppliers
	G1-3 – Prevention and detection of corruption and bribery	Business conduct	Anti-bribery and corruption prevention
	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

Disclosure requirements that derive from other EU legislation

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

Disclosure requirement and related datapoints		Paragraph	Regulations	Material / Not material	Page
General disclosures					
GOV-1	Board's gender diversity	21(d)	SFDR Benchmark Regulation	Material	123
GOV-1	Percentage of board members who are independent	21(e)	Benchmark Regulation	Material	121
GOV-4	Statement on due diligence	30	SFDR	Material	44
SBM-1	Involvement in activities related to fossil fuel activities	40(d) i	SFDR; Pillar 3 Benchmark Regulation	Material	13
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	60
E1-1	Undertakings excluded from Paris-aligned Benchmarks	16(g)	Pillar 3 Benchmark Regulation	Material	52
E1-4	GHG emission reduction targets	34	SFDR; Pillar 3 Benchmark Regulation	Material	58
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	64
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	57
E1-6	Gross GHG emissions intensity	53 - 55	SFDR; Pillar 3 Benchmark Regulation	Material	56
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	72
S1-1	Due diligence policies on issues addressed by the fundamental International Labor Organisation Conventions 1 to 8	21	Benchmark Regulation	Material	72
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	73
S1-3	Grievance/complaints handling mechanisms	32(c)	SFDR	Material	86
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	74
S1-16	Unadjusted gender pay gap; excessive CEO pay ratio	97(a), (b)	SFDR Benchmark Regulation	Material	76; 75
S1-17	Incidents of discrimination	103(a)	SFDR	Material	86
S1-17	Non-respect of UNGPs on Business and Human Rights and OECD Guidelines	104(a)	SFDR	Material	86

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	80
S2-1	Human rights policy commitments	17	SFDR	Material	80
S2-1	Policies related to value chain workers	18	SFDR	Material	80
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	86
S2-4	Human rights issues and incidents connected to its upstream and downstream value chain	36	SFDR	Material	86
Affected communities					
S3-1	Human rights policy commitments	16	SFDR	Not material	N/A
S3-1	Non-respect of UNGPs on Business and Human Rights, ILO principles or OECD guidelines	17	SFDR Benchmark Regulation	Not material	N/A
S3-4	Human rights issues and incidents	36	SFDR	Not material	N/A
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	86
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	86; 85

CLIENT PROJECT

Next-generation coastal mapping, monitoring and modelling

Fugro is advancing its work on the EU-funded COASTS project to enhance coastal monitoring, with a focus on blue carbon ecosystems such as mangroves and seagrass. These habitats play a vital role in protecting shorelines, storing carbon, and supporting biodiversity.

Over the past year, Fugro has engaged stakeholders in the Maldives, France, and Germany to understand their needs. EOMAP has created an alpha version of a web app that blends data from different sources with coastal modelling to show how coastlines behave and may change in the future.



The acquisition of EOMAP in February 2025 brought together complementary expertise, allowing us to offer a complete solution for coastal resilience and nature-based climate strategies. We are now improving the platform based on user feedback to make it easier to use and more effective.

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