

QUALITY, HEALTH, SAFETY AND ENVIRONMENT POLICY



Mission, Vision & Core Values - STRIVE

This policy is based on DEME's STRIVE statement. In this statement we describe what we want to be, what we want to achieve and what we believe in.

This QHSE policy states how DEME Offshore manages QHSE aspects with regard to design, procurement, construction, installation and maintenance of offshore projects and is a detailed addition to the DEME QHSE policies.

Objectives - What we aim for

We constantly strive for an even higher execution level in the field of QHSE, based on the standards that apply in the industry and branches. The principle behind the slogan 'Zero accidents and zero environmental incidents' is the target of our organization. All possible must be done and all necessary resources provided in order to achieve this target.

Our priority is and remains the well-being of our employees and subcontractors by creating a high-quality, healthy, safe and eco-friendly work environment. Each employee is timely informed, instructed and trained (including DEME Offshore's objections and actions) as needed in order to execute his/her tasks. All subcontractors' activities are professionally coordinated and the employees are fully integrated in the project organization.

Our innovative attitude results in the deployment of state-of-the-art equipment, the use of prototypes and the development and application of new methods. This depicts the way DEME Offshore meets every new challenge with adequate solutions. DEME Offshore is constantly adopting additional measures in function of specific risks or opportunities. DEME Offshore also respects its customers' and suppliers' specific requirements or individualities.

The quality of the internal processes and of our management system is systematically evaluated and mapped, and continuously reviewed in order to improve.

Our system meets all legal obligations and requirements defined in the following standards:

- ISO 9001 quality management system
- ISO 14001 environmental management system
- ISO 45001 occupational health and safety management system (incl. well-being at work)
- SCC**, Safety, health and environmental Checklist for Contractors
- ISM Code, International Safety Management Code for the safe management and operation of ships and for pollution prevention
- ISPS Code, International Ship & Port Facility Security Code
- Safety Culture Ladder

DEME Offshore's activities are executed following the industry standards by IMCA (International Marine Contractors Association), RenewableUK, FPAL and the Offshore Oil & Gas Industry. The offshore wind activities follow the G+ (Global Offshore Wind Health and Safety) Organisation requirements.

DEME Offshore has a Major Accident Prevention Policy (MAPP) applicable for the activities executed within the scope of the Oil & Gas Industry.

All applicable guidelines and standards recommended by the IMO Flagstate and Class shall be taken into account.

Compliance to the se international standards is verified by a certified and approved external company.

Strategy - How we will do it

Each employee has the right and the obligation to stop any activity that he/she estimates involves unacceptable risks. We believe that

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consultation between employers, employees and their representatives is crucial for the organization of the work.

DEME Offshore makes an inventory of all possible relevant risks and opportunities on corporate level, and takes into account the applicable internal and external context. In-depth assessments of possible risks and opportunities take place during the preparation phase of the projects. Control measures are determined and monitored.

In practice this means:

- Assign clear responsibilities to all personnel with regards to execution of tasks and upholding/implementing the integrated QHSE management system
- Conclude clear agreements with the client(s)
- Meet the clients' requirements
- Continuously optimize and adjust business processes
- Strive for improvement using measurable targets
- Follow up on products and services rendered by third parties
- In all respects strive for customers', employees' and all other stakeholders' satisfaction
- Our employees are given the opportunity to give their input on QHSE level when it concerns them, they are consulted via the (legal) consultative bodies about those adjustments that have a relevant influence on QHSE
- Ensure open communication involving local partners
- Assure ourselves of a profitable and competitive position on the market
- Where necessary, timely involve subcontractors in the project and strive for common goals or partnerships
- develop general and project specific plans for the management of shore based and offshore emergencies

The QHSE-S department has the assignment and gets the resources to verify the application and effectiveness of the global QHSE management system by checking and auditing vessels, projects and legal entities.

QHSE is always on the agenda of the management team meeting and board of directors, organized within DEME Offshore.

Scorecards - How we will measure it

DEME Offshore uses various KPIs (SHOC, incidents, green initiatives, etc.) that are subject to a periodic follow-up, and adjusted when necessary. Special attention to KPI's is paid during the yearly Management Review in which all KPI's are assessed for relevancy.

Plans & Actions - What we have to do

On each level within the organization (e.g. on board of vessels, at project management team level and process owner level) action lists are used, of which action items can be transferred. The action lists are closely monitored. The use of action lists enables us to continuously adjust our processes and our organization.

During the yearly Management Reviews the foundation is laid for the Year Action Plans (YAP) in line with the internal and external context and the most relevant risks and opportunities. The plans are implemented through actions, which are executed on various levels within the organization, bearing in mind the priorities.

The present policy statement forms the basis for more detailed policies, tailored to local circumstances, which might be necessary at the level of business units, projects and vessels. These statements are communicated during inductions, posted on notice boards, various Navigators and reassessed yearly during the management reviews.