

# MANAGEMENT POLICY



The Heerema companies deliver solutions and offer sustainable value(s) on projects within the offshore energy industries. Our mission is to be the leading marine contractor creating sustainable value(s) for clients and stakeholders.

## Making the Impossible Possible offshore

We scale our legacy of making the impossible possible offshore by delivering innovative and sustainable solutions for our clients in the transportation, installation, and removal of offshore infrastructure. For clients and stakeholders, we create value by maximizing the potential of our fleet and human capital, driven by a culture of agility, collaboration, and continuous improvement. We provide clear and comprehensive policies for our employees, subcontractors, and suppliers, to ensure we operate responsibly.

## All Accidents Are Preventable

We will, therefore, actively pursue our ultimate objective of an accident-free and efficient workplace and prevent harm to stakeholders, facilities, and the environment. We recognize that Quality, Health, Safety, Security, Environment, Cybersecurity and Digitalization are critical to our success. By integrating digital technologies and data-driven practices into our work, we enhance transparency, resilience, and continuous improvement. We ensure communication, understanding, and compliance with our values, policies, rules, and operating standards. We eliminate hazards, reduce occupational health and safety risks, and promote consultation and participation of workers in health and safety matters. Our Dare to Care mindset, supported by our House Rules, fosters a safe and respectful working environment for everyone.

Our commitment to Sustainability is embedded in our daily practices and guided by our Sustainability Strategy, which focuses on four ambitions: Net-Zero, Circular Heerema, Caring for People, and Healthy Oceans. These ambitions drive sustainable value creation, awareness, and engagement throughout the organization.

Heerema operates an integrated management system that complies with ISO 9001, ISO 14001, ISO 45001 and all applicable statutory and maritime standards including the ISM Code, ISPS Code, and MLC. We are committed to delivering solutions that meet customers requirements and to continually improving the effectiveness of our management system through regular assessment and review.

This policy is communicated, implemented, and maintained throughout the organization and among relevant interested parties.

Heerema Marine Contractors, 2 January 2026.



Marcel de Nooijer  
CEO

