

Sustainability Report 2020

Heerema Marine Contractors Summer 2021 | Leiden

www.heerema.com/sustainability

a Heerema company

Enroute offshore

Aegir

As a fast-moving heavy lift vessel, Aegir offers unique offshore transport, installation, and removal solutions. Aegir is one of the world's largest monohull crane vessel and has a proven track record across a wide range of offshore projects. Optimized for fast transit speed, Aegir can mobilize worldwide and work in any water depth.



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1 Introduction

We can all agree that 2020 was an exceptional year, one of the toughest we have faced. We have all felt the impact of the COVID-19 pandemic, but despite the challenges, our exceptional team continued to make the impossible possible.

Within Heerema, we are guided by our Sustainability Roadmap that comprises three central themes. One of these is Good Health and Well-being, which became our top priority throughout 2020. We moved to remote working for our global office personnel, who found inventive ways to keep connected and get the work done. It was a tough year for our offshore team, and they continue to face quarantines, travel restrictions, and extended schedules. However, we are so proud of how our team handled these challenges and kept Heerema moving forward.

Heerema also had a remarkable year for sustainability. In the year 2020 we have embraced our new mission statement: "creating sustainable value(s) for clients and stakeholders". This is a valuable reflection of the intrinsic motivation towards sustainability within our organization. Additionally, we made a giant leap forward by becoming the first marine contractor to be carbon neutral, an action that reflects our mission. But, we are not finished on our sustainability journey yet. We aim to continue our strong plan to reduce and prevent emissions by making use of alternative fuels, carbon capture and storage onboard our vessels, peak shaving with batteries, hydrogen and the use of solar. Tangible result of this strong plan is the start of the construction of our shore power installation.

Within this report, you can read more about the actions we took in 2020 to further improve our sustainability position, our ambitions for the future, and who we are as a company. It was a year we won't forget, and we want to thank our people for their resilience and determination to make the impossible possible.



Koos-Jan van Brouwershaven Chief Executive Officer

Muleishale



Wijnand Tutuarima Chief Financial Officer



In 2020, we made a giant leap forward to become the first marine contractor to become carbon neutral

> Koos-Jan van Brouwershaven Chief Executive Officer

Heerema Highlights of 2020



First time arrival Sleipnir Caland Canal



Aegir 3.0 getting ready to conquer the wind market



Balder J-Lay tower removed



Heerema to become first ever carbon neutral marine contractor



Steel marketplace continues



Circular Heerema roadmap initiated



'First power' for E-house shore power in Caland Canal





Fleet emissions in mT CO₂



Kick-off hybrid Aegir study, investigated potential for electric energy storage Aegir



Feasibility study silent piling completed



Check the website for more information about our projects www.heerema.com

3 Our company at a glance

Heerema Marine Contractors is an industry leader in the transportation, installation, and decommissioning of marine structures within the offshore energy sectors. We use our versatile and specialized fleet of crane vessels, tug boats, and multi-use barges to carry out our activities worldwide.

Heerema manages the entire supply chain of project execution, offering solutions that include design and front-end engineering, planning, logistics, project management, and the execution of projects worldwide. The company's mission is to be the leading marine contractor creating sustainable value(s) for clients and stakeholders. Heerema has a highly skilled workforce that works in offices worldwide and across its fleet of the world's largest crane vessels. Heerema is a Carbon Neutral company that puts sustainability at the forefront of its company ethos. Within its fleet,

there is the world's most sustainable semi-submersible crane vessel Sleipnir. Additionally, the company has built a shore power connection to power Thialf and Sleipnir with renewable energy when moored at the Port of Rotterdam. Heerema's most valuable asset is the people who work for the company. Their passion and skills are the driving force for the company's vision to make the impossible possible offshore.

In the table, you can learn more about our sustainability measures onboard our fleet.

Lifting capabilities

Average Fuel Consumption per day [mT] 3 year average except for Sleipnir

Emission Factors (mT/mT) For example 1 mT LNG produces 2,75 mT CO₂ Emission factors under constant review

Operational Footprint

Alternative Low Emission Fuels (LNG/GTL/HVO) Marine Gas Oil low sulphur UREA system to reduce NOx emissions on MGO Optional noise mitigation during pile driving Occupational health measurements Biodegradable oils non-floating spread and ROVs Environmentally friendly cleaning products High effective bilge water separators Green Dynamic Positioning (DP) mode or equivalent State-of-the-Art Crane Power Management System Solid State Gyros for improved Navigation Optional sailing on one engine LED lighting cranebooms, deck, and exterior accomo Ship Energy Efficiency Management Plan (SEEMP) Strict waste separation procedures Deck rainwater collection / treatment High Performing Fluorine-Free Foams for Firefighting Dedicated waste management controller Green Passport EU Notation Environmental Ship Index (ESI)

To be the leading marine contractor creating sustainable value(s) for clients and stakeholders

Our Mission Statement



SLEIPNIR		THIALF	BALDER	AEGIR	KOLGA - BYLGIA
2 x 10.000 mT		2 x 7.100 mT	6.300 mT	5.000 mT	-
25.9 LNG 18.	0 MGO	48.4 MGO	36.8 MGO	28.5 MGO	12.7 / 15.2 MGO
2.750 CO2 3.20 0.01020 NOx 0.050 0.00002 SOx 0.00	06 CO₂ 090 NOx 02 SOx	3.206 CO₂ 0.05886 NOx 0.002 SOx	3.206 CO₂ 0.05375 NOx 0.002 SOx	3.206 CO₂ 0.04080 NOx 0.002 SOx	3.206 CO₂ 0.04927 NOx 0.002 SOx
LNG		In progress	In progress	In progress	In progress
Yes		Yes	Yes	Yes	Yes
Yes		No	No	No	No
Yes		Yes	Yes	Yes	-
Yes		Yes	Yes	Yes	Yes
Yes		Yes	Yes	Yes	-
Yes		Yes	Yes	Yes	Yes
Yes		Yes	Yes	Yes	Yes
Yes		Yes	Yes	Yes	Yes
Yes		Yes	-	-	-
Yes		Yes	-	-	-
-		-	-	-	Yes
Yes		Yes	Yes	Yes	-
Yes		Yes	Yes	Yes	Yes
Yes		Yes	Yes	Yes	Yes
Yes		-	-	-	-
Yes		-	-	-	-
Yes		Yes	Yes	Yes	Yes
Yes		-	-	Yes	Yes
-		-	-	-	43.9 / 45.9



Always looking for continuous improvements

Upgrade of Aegir crane from 750 mT to 1000 mT auxiliary hoist capacity.

Fabrication and Installation of 2000 mT 2nd main hoist higher in the jib to lift high jackets.

Upgrade of Aegir crane from 4000 mT to 5000 mT main hoist capacity.

EMA

HEEREMA

ECID

Integration/build in new hammer powerpacks below the main deck.

Installation of strong points in Aegir crane boom for a future fly-jib extension.

Installation of new 50 mT Kenz crane as replacement of Aegir SB Dreggen crane.

Removal/relocation of the Aegir aft fan houses at the stern deck.

Removal/relocation of the Aegir ballast vent heads on <u>the main deck</u> at PS/SB site.

> Fabrication and installation of Aegir boom trolley system for personnel transfer.

Permanent closure of Aegir moonpool, including fabrication of new ballast tank.

Modification of cool water piping systems for Aegir to work alongside bubble curtains.





Our commitment to Sustainability



4.1 Sustainability Beliefs

We act sustainably because we want to

For many years now, Heerema has believed that a responsible company has an obligation to act in a sustainable manner.

Our mission is 'to be the leading marine contractor in creating sustainable value(s) for our clients and stakeholders.' We achieve this with responsible business practices and actions that directly contribute to the United Nations Sustainable Development Goals (SDGs). Together with the International Maritime Organization, the SDGs provide a framework for long-term policy planning and sustainable development for Heerema. As a responsible contractor in the offshore industry, Heerema aims to be part of the solution and to be a rolemodel in terms of sustainability. To this end we have created a Sustainable Roadmap with projects, goals, and targets.

For Heerema, being a sustainable company means creating value by providing services that create economic, environmental, and social value. Sustainability creates a business opportunity, a way to differentiate, and achieve economic and social success.

Cees Dijkhuizen | Sustainability Advisor



4.2 Our strategy

How we create sustainable value(s) for clients and stakeholders

We use our Sustainability Roadmap for the long-term strategy and sustainable development planning. It reflects our sustainability journey and is therefore being updated according lessons learned along the way."

Meike Kolthof | Sustainability Advisor

Sustainable Achievements



What we have achieved

- Sustainability is incorporated in our mission 'to create sustainable value(s) for clients and stakeholders'.
- Starting from October 2020, Heerema offsets all carbon emissions during operations.
- Shore power infrastructure nearly completed despite Covid.
- 3D printer installed on-board Thialf.

Sustainable P	ojects	Sustainable Ambitions		
Reduce Footprint and Emissions		Carbon Neutral		
Sustainable Supply Chain Management		Circular Heerema	(H)	
Good Health and Well-Being	-//	Caring for People		

What we are working on

- Hybrid Aegir study to determine potential of electric energy storage on-board Aegir is being performed. A similar study is to be performed for Sleipnir.
- A small scale pilot on solar panels from HyET Energy is performed in the Vlissingen Yard. These type of flexible solar panels are easily installed and could potentially be used offshore, the potential of which is currently being investigated.
- A small-scale hydrogen pilot is being performed in the Caland Canal to power the external elevator. The goal is to learn about hydrogen supply chain and logistics and educate personnel. In addition, a research project is performed to investigate potential hydrogen supply chain.
- Heerema participates in a consortium led by TNO to determine feasibility of carbon capture and storage on-board Sleipnir.
- The addition of our Circular Heerema Roadmap.
- The Caring for People Roadmap with goals for the coming years is being developed.

What we are aiming to achieve

- Hybrid Aegir and Hybrid Sleipnir study completed in 2021. Investment decision on Hybrid Aegir.
- Small-scale hydrogen pilot on hydrogen drive train for Sleipnir completed.
- First year Heerema Carbon Neutral audited.
- Continueing Circular Heerema Initiatives.
- Caring for People roadmap completed.

Caring
for
people



Resilience | Fitness | Mental Health

One of the ambitions in the Heerema Sustainability Roadmap is to Care for People by focusing on Good Health and Well-Being. To achieve sustainable employability, Heerema aims to create an environment where employees can feel happy, healthy, and motivated until retirement. All measures currently taken focus on three pillars: Resilience, Fitness, and Mental Health.

Our workforce is our most valuable asset, and by working out of office throughout 2020, we managed to minimize the risk of infection.



5.1 COVID-19 measures & Protecting welfare

The COVID-19 pandemic introduced enormous challenges socially and professionally across the globe. However, its impact on the marine industry and especially offshore personnel within this field, was particularly severe.

Practically overnight, countries closed their borders, which meant planned crew changes became delayed, then suspended, and at times cancelled. These issues resulted in uncertainties for personnel offshore, and the introduction of sweeping COVID-19 protocols designed to protect crews. Ultimately, the mental impact of COVID-19 crew changing issues, governmental guidelines, quarantines, and reduced social interaction was felt most severely by offshore crew. While they also had the responsibility to implement rapidly changing safety protocols. Seafarers worldwide demonstrated unmeasurable resilience. determination. and professionalism. Our offshore team implemented safety protocols, supported each other through uncertainties and tough quarantines, and enabled the continuation of global operations.

OFFICE RESPONSES

Throughout March 2020, countries worldwide introduced measures to

prevent the spread of COVID-19. In response, our colleagues across the globe started to work from home. Despite the personal and professional challenges introduced our team ensured operations continued.

CORONA RESPONSE TEAM

We established a Corona Response Team on March 3, 2020. Throughout the year the team met daily to ensure quick decision-making and responses. The Corona Response Team's responsibilities included the overall coordination of COVID-19 related measures, communications, and dealing with all COVID-19 related queries.

STAYING CONNECTED

Togetherness: we kept connected with accessible and open communication daily. Email updates were shared and we introduced a dedicated COVID-19 intranet page, which contains HSE flashes and forms. In addition, we created an online 'Working From Home' digital community. This community works like a social media forum, where threads are created and conversations are held between colleagues. It is the largest intranet community with 217 members.

We introduced various programs to best support our team at home, such as baby care, home-schooling support, and providing all hardware required for comfortable working.

LOOKING FORWARD

We are looking forward to welcoming our teams back to the offices to reconnect safely in person. We expect to soon work in an intelligent, efficient, and socially acceptable mix of working at home and in the offices. For our offshore team, we are proud to participate in the Seafarer Vaccination program organized in the Netherlands, and we will continue to support them throughout any ongoing COVID-19 measures.

5.2 Our people Our workforce is our most valuable asset

Marjolein Koudijs

What does Sustainability mean to you? People focus by nature on what affects their own live. It is easy to feel upset when your neighbor is robbed but whenever this happens in New York it is hard to relate. We all know we live below sea level, who knows how we will be affected 100 years from now? Since I became a mother I started realizing more that, although I will most likely not be around anymore, my son and my future grandchildren will be. What will the world look like for them? Therefore to me sustainability is having a long-term outlook on people, planet, profit considering next generations. As Heerema is a contractor working in the Oil & Gas industry we are by nature not the most sustainable company on earth. That does not mean we cannot

contribute and do make efforts in other ways. I am proud that I work for a company that is carbon neutral and focuses on reducing emissions by initiatives such as Shore Power.

How do you create sustainable values in your daily job? Within Technology we embed sustainability in our departmental objectives. People are reminded and challenged to shape the future of Heerema and next generations and contribute to sustainability. For each person and discipline this can mean different things; it includes engineering smart solutions to contribute to the Wind industry or reduce waste or re-use steel in designs, or electrify subcontractors. I believe that small incremental contributions to sustainability within your sphere of influence will cost minimal effort and in the end lead to transforming our company altogether.

Being sustainable means also caring for people and especially during the COVID-19 pandemic this requires a certain amount of mildness towards each other and the situation we are in working from home. I ask myself daily how can we make the working from home sustainable as we have learned that this might become part of our company or maybe our environment in the long term. How does this affect our productivity, the collaboration with our clients and colleagues, our leadership style? I talk with my colleagues about these topics and listen to them to collect what we need and how we can adapt to a changing work environment.





How do you make sure we prevent/ reduce emissions and/or material use? Looking at our offshore operations and vessels I believe we are doing a lot, look at Sleipnir and the use of LNG as fuel and the Shore Power project. The fact that we compensate our carbon footprint shows that we are willing to step up our game into a sustainable future. Hopefully we can find even more ways to prevent and reduce our emissions so we need less compensation. Honestly I think in the office sustainability could get more incorporated in our values. We are very cost-driven and this results naturally is less use of material whether it is the use of steel or the amount of spares. Also contractually we are often encouraged to look at durable materials/solutions. But sustainability is the by-product in above

examples and not the main objective. I hope that everyone that has small or big ideas to contribute will share this with the sustainability community so we work together towards a more sustainable Heerema and a better place for next generations!

Teck Foong Chen

What does Sustainability mean to you? To me, it means the ability of an object, matter, process to have continuity into the future; that plans and efforts are made with long term perspectives.

How do you create sustainable values in your daily job? Maintain good working relations among colleagues as much as possible, key to great performance sustainably; • Maintain integrity in conducts whether internally or externally (with authorities), no sustainability when there is no trust,

- Providing advice on crew planning during pandemic based on a sustainable model,
- Attempt for team (and myself) to get sufficient rest and not burn out during 24/7 operational challenges.

In 2020, good health and wellbeing was especially important, can you tell something about how you thought about this in your job?

Sustainability in health/safety during the pandemic was/is not a matter of desire, it is a matter of survival. So, we do all we can to be extra cautious.

Teck Foong Chen Sr. Operational Manager

Sustainability in health/safety during the pandemic was/ is not a matter of desire, it is a matter of survival.





6 Our impact on the environment





6.1 Carbon Neutral Roadmap

The Heerema Sustainability Roadmap outlines our Carbon Neutral program within our target to Reduce Footprint and Emissions. Our Carbon Neutral Roadmap focuses on three pillars: Prevent, Reduce, and Compensate.



6.1.1 WHY HEEREMA WENT CARBON NEUTRAL

6.1.2 SHORE POWER Caland Canal

Compensate 20%						
Renewable Energy Project	Carbon Capture					
Cookstoves	Solar Lamps					



6.1.1 Why Heerema went carbon neutral

FIT WITH SDG's

To move values into action, we use our Sustainability Roadmap. Based on the United Nations' Sustainable Development Goals (SDG's), it provides focus on our achievements, ongoing projects, and ambitions.

This sustainability initiative contributes to a number of Sustainable Development Goals, among others:

 Z SDG 7 (Affordable and Clean Energy) by facilitating access to clean energy technology.
 B SDG 8 (Decent Work and Economic Growth) by achieving higher levels of economic productivity through technological upgrading.

SDG 9 (Industry, Innovation and Infrastructure) by supporting technology development.

FIT WITH STRATEGY

As part of our Carbon Neutral Roadmap, the following offsetting projects of the pillar Compensate are combined to achieve our ambition: renewable energy projects, cookstoves, and solar lamps.

PREVENT, REDUCE, COMPENSATE

Starting from a position where approximately 250,000 metric tons of carbon emissions are offset, Heerema has set yearly prevention and reduction targets. The ultimate goal is to be carbon neutral



using zero-emission technology where feasible, removing emissions from the source and not offsetting them. Offsetting of carbon emissions will occur after 2025 only if so required to remain carbon neutral. This ambition could include investments such as onboard batteries, carbon capture and storage, and the use of bio- and synthetic fuels, which are all currently under investigation. For some of these initiatives, such as hydrogen, biofuels, and solar power, small-scale pilots have already been performed or are underway.



Heerema announced earlier in 2020 that our mission is to be the leading marine contractor creating sustainable value(s). Our decision to go carbon neutral in 2020 is evidence that we turn our words into actions, and we are proud of this commitment. We have already significantly reduced our carbon footprint with Sleipnir and Shore Power, and going carbon neutral is the logical next step.

Koos-Jan van Brouwershaven Chief Executive Officer

WHY OFFSETTING NOW?

The world needs bold leaders to lead the way in reducing offshore carbon emissions. There are technological and economic challenges of implementing zero-emission technologies onboard our vessels, but we believe in taking action now. The offsetting projects will not only compensate for carbon emissions, they contribute to the United Nations Sustainable Development Goals and help contribute to a more equitable world for everyone. This is done with the help of Climate Neutral Group with certifiable climate projects in line with Heerema values.

THE ROAD AHEAD

In the coming years, this figure and the exact savings will change as insights are gained from the carbon reduction projects that Heerema executes. Heerema will rely heavily on a few key technologies, including the use of onboard batteries, shore power, bio- or synthetic fuels, and carbon capture and storage. For each of these technologies, promising feasibility and design studies or even pilots have been performed or are underway for each of our vessels. A possible timeline of implementation for these zero-emission technologies could be as follows:

2021Shore Power2022Alternative Fuels2023Hybridization2024Power Management2025Carbon Capture and Storage2026Hydrogen

More information on our Carbon Neutral announcement can be found on our website.

6.1.2 Shore Power Caland Canal

Our vessels powered by wind from the shore

FIT WITH SDG's

To move values into action, we use our Sustainability Roadmap. Based on the United Nations' Sustainable Development Goals (SDG's), it provides focus on our achievements, ongoing projects, and ambitions.

This sustainability initiative contributes to a number of Sustainable Development Goals, among others:
3 SDG 3 (Good Health and Well-Being) by contributing to the reduction of noise and emissions locally.
7 SDG 7 (Affordable and Clean Energy) by facilitating access to clean energy technology.
9 SDG 9 (Industry, Innovation and Infrastructure) by supporting technology development.

FIT WITH STRATEGY

As part of the Carbon Neutral Roadmap, Shore Power is one of the initiatives within the pillar Prevent to achieve our Circular ambition.



'First Power' achieved in E-house

Despite the challenging circumstances presented in 2020, the retrofitting of Thialf and modifying of Sleipnir is well underway. A collaborative team involving vessel personnel, the project team, our partners Eneco, Port of Rotterdam, and others have worked tirelessly in order to achieve 'first power.' This action connected the E-house on land with the wind turbines and all other equipment. Next time Thialf returns to her home in Rotterdam, she will be powered by 100% clean energy.













CCD 3BS

HH IT

CD 385

As part of the Carbon Neutral Roadmap, one of the initiatives within the pillar Prevent is Shore Power

6.2 Circular Heerema Roadmap

The third ambition of the Heerema Sustainability Roadmap is to be Circular Heerema by focusing on Sustainable Supply Chain Management. To achieve this, the Circular Heerema Roadmap focuses on three pillars: Prevent, Reuse, and Retain.



6.2.1 ADDITIVE MANUFACTURING ONBOARD

6.2.2 SCRAPHEAP CHALLENGE & MARKETPLACE





6.2.1 Additive Manufacturing Onboard

Embracing innovation to reduce our impact

Additive Manufacturing is commonly known as 3D printing. 3D printing is described by ISO/ASTM 52900:2015 as the process of joining materials to make objects from 3D model data, usually layer-upon-layer, as opposed to subtractive manufacturing methodologies.

This project started with research executed in collaboration with various academic institutions. Together with the University of Amsterdam, we looked into the current status of metal 3D printing and its uses in additive manufacturing of spare parts on board of Heerema vessels. Additionally a TU Delft research investigated 3D printing (metal) spare parts onboard Heerema vessels. This research resulted in the installation of a 3D printer onboard Thialf beginning 2021. The installation is part of a project in which Heerema is looking into the potential for printing while offshore. This project aims to reduce transport for spare parts, decrease the amount of in-stock spares onboard, and design custom-made parts for non-certified use. The installed printer applies the Fused Deposition Modeling print process, which is based on a continuous flow of thermoplastic material. After installation, several non-certified parts have already been printed on-site, and during the first half of this year, Heerema is planning to print their first parts offshore using the Ultimaker S5.

Heerema currently uses 3D printed models of constructions to support projects offshore, using a printer in the main Leiden office. If the 3D printing offshore project is successful, we will have the potential to print spare parts or models of project constructions on demand while at sea. Also, the project will ease future adaptation towards technologies such as metal 3D printing and digital warehouses.

The stepwise approach can minimize the risks of complex innovations. The adoption of these types of innovation involves more levels than simply 'did not implement' and 'did implement'.

Huizingh & Brand 2009





Try outs with 3D printed life boat panel



FIT WITH SDG's

To move values into action, we use our Sustainability Roadmap. Based on the United Nations' Sustainable Development Goals (SDG's), it provides focus on our achievements, ongoing projects, and ambitions.

This sustainability initiative contributes to a number of Sustainable Development Goals, among others:
SDG 9 (Industry, Innovation and Infrastructure) by supporting technology development.
SDG 12 (Responsible Consumption and Production) by achieving a more efficient use of resources with a focus on the way of producing.

FIT WITH STRATEGY

As part of the Circular Heerema Roadmap, Advanced Manufacture Technologies is one of the initiatives within the pillar Prevent to achieve our Circular ambition.

Installed 3D printer onboard



3D printed caps to be used during engine maintenance



Onboard Thialf the Ultimaker S5 is used to 3D print non critical, non-certified spare parts









6.2.2 Steel Marketplace continues

Foster steel marketplace implementation and investigate opportunities outside Heerema

FIT WITH SDG's

To move values into action, we use our Sustainability Roadmap. Based on the United Nations' Sustainable Development Goals (SDG's), it provides focus on our achievements, ongoing projects, and ambitions.

This sustainability initiative contributes to a number of Sustainable Development Goals, among others: SDG 9 (Industry, Innovation and Infrastructure) by supporting technology development. SDG 12 (Responsible Consumption and Production) by achieving a more efficient use of resources with the aim of increasing circularity.

FIT WITH STRATEGY

As part of the Circular Heerema Roadmap, Steel Marketplace & Scrapheap Challenge is one of the initiatives within the pillar Reuse to achieve our Circular ambition.

In the past few years Heerema participated in three Circo Tracks, an event to investigate circular design in business. During the first track, one of the goals was to find inefficiencies within the company that could be resolved using a circular mindset. This action has led



to the creation of an 'internal marketplace' to stimulate the re-use of steel for grillages and sea fastening. The goal is to be 100% waste-free concerning steel needed for transport and installation. Many steel items are fabricated and modified to support our projects and vessels worldwide, such as grillages, spreaderbars, support structures, barge outfittings, barge cleanings, etc. We utilize our Steel Marketplace at Vlissingen to ensure the maximum re-use and recycling of steel.



4316 OF REUSED MT STEEL MT IN 2020

STEEL MARKETPLACE DASHBOARD IMPROVEMENTS

- Simplify the overviews and metadata to be documented in the system
 Improve the user-interface, easier to trace the required information
- · Include Power BI to make sure all figures are always up to date
- Decrease the amount of clicks required to find the related documents to specific stock numbers
- · Decrease the amount of stock due to reorganizing yard lay-out
- Simplify the required steps to make a reservation
- Create standard views which shows the most frequently requested data
 Provide the option to create personal views to all users



The Procurement Fabrication team is involved during the engineering phase to detail fabrication and modification drawings of these items. After completing the drawings, the Fabrication Procurement team will request suitable fabricators to bid for the work. The bids are evaluated, and a fabricator is selected to execute the job. Together with the various teams (HMC Project teams, HFG Fabrication team, and the HMC OPS Vlissingen team), regular coordination meetings are held to ensure all steel fabrication is completed cost-efficiently and on time. The integrated HMC-HFG coordination team efforts have transformed a lot of 'Impossible' into 'Possible.'

Understanding our impact

Key Performance Indicators

To understand our impact, the progress on the Sustainable Projects of our Sustainability Roadmap is visualized with Key Performance Indicators.





Reduce footprint & emissions

Transit & Work per Vessel

	Consump	tion (mT)	CO ₂ emissions (mT)		NOx Emissions (mT)		SOx Emissions (mT)	
	3 Year Average	2020	3 Year Average	2020	3 Year Average	2020	3 Year Average	2020
Sleipnir LNG	11.992	14.515	32.978	39.916	122	148	0,2	0,2
Sleipnir MGO	8.346	10.122	26.756	32.451	425	515	8,1	8,1
Sleipnir	-	-	59.733	72.367	547	663	8	8
Thialf	19.163	18.944	61.436	60.733	1.128	1.115	23,7	12,8
Balder	12.405	11.979	39.770	38.403	667	644	20,4	5,8
Aegir	10.857	13.836	34.807	44.358	443	565	14	15
Kolga	4.461	3.216	14.303	10.312	220	158	6,6	7,5
Bylgia	5.897	5.885	18.904	18.866	291	290	8,6	15,2
Total	66.341	78.496	209.043	245.039	3.113	3.435	79,5	64,6

Environmental Impact

	3 Year Average	2020	delta
Environmental Fines	0	0	-
Total recorded oil spill incidents	5	9	+69%
Contained spill	1	0	-100%
Uncontained spill	4	9	+108%
Amount of oil spilled uncontained (Litres)	223	168	-25%
Heerema Fleet & Office Personnel Flight Mileage* [km]	111.189.062	116.173.297	+4%
Heerema Fleet & Office Personnel Flight CO_2 Emission* [mT]	25.155	33.945	+35%

* Increase in flights due to COVID-19 measures taken.

Transit & Work per Vessel



NOx emissions fleet



SOx emissions fleet

13%

SO_x

EMISSIONS

[mT]

-iie9A

Byloia

Kolga





To be the leading marine contractor creating sustainable value(s) for clients and stakeholders

Our Mission Statement





This Heerema Marine Contractors Sustainability Report covers our relevant projects and performance on the Sustainability Ambitions over the year 2020

Sustainability Report 2020

Some pictures in this report date before the COVID-19 outbreak where the 1.5-meter social distancing rule and other public health measures did not apply.



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