

HUMAN RIGHTS AND LABOR POLICY



INTRODUCTION

At Royal Boskalis and within our subsidiaries (together 'Boskalis') we are committed to conducting our business with integrity, honesty and fairness. We, being all Boskalis employees throughout the world, do this in compliance with applicable laws, the Boskalis Code of Conduct and its underlying policies.

Boskalis is a responsible multinational enterprise. Our purpose is to create and protect prosperity and advance the energy transition. Boskalis plays a pivotal role in keeping the world moving both on land and at sea. The areas where we can make the largest contribution, both to the world economy and sustainable development, are tied to our business, our people and our activities. We respect and support the dignity, wellbeing and human rights of our employees, the communities we work in and everybody involved in our operations.

The Human Rights and Labor Policy takes account of the interests of our various stakeholders. They include employees, shareholder(s) and financial institutions, suppliers, clients, government bodies, educational and knowledge institutes, industry and society associations (including NGOs) and the communities in which Boskalis operates.

TO WHOM DOES THIS POLICY APPLY

The Human Rights and Labor Policy applies to Boskalis, its subsidiaries and all its employees performing work for Boskalis throughout the world. This includes current employees and persons working for Boskalis through an employment agreement, as a (statutory) director, worker through an employment agency or as an intern. Any reference to 'you' in this policy refers to persons in this group.

Our human rights and labor principles are a fundamental part of the way we do business and we promote the same principles in our relationships with customers, suppliers and other business partners.

WHAT ARE OUR HUMAN RIGHTS AND LABOR PRINCIPLES

The Human Rights and Labor Policy is developed in line with the principles of the United Nations Universal Declaration of Human Rights, the UN Guiding Principles on Business and Human Rights, the OECD Guidelines for Multinational Enterprises and applicable national and international labor laws, including the conventions of the International Labour Organization ('Human Rights and Labor standards').

Boskalis is committed to the Human Rights and Labor standards. In the course of our business we treat everybody with dignity, respect and fairness. We seek to identify adverse impacts related to human rights and labor caused by our business activities before they occur and take appropriate steps to avoid, cease, minimize or mitigate them.

We apply the following guiding principles.

a. No forced labor, modern slavery or human trafficking

Boskalis does not tolerate any form of forced or involuntary labor and any form of (modern) slavery or human trafficking and is committed to prevent these practices in its operations and projects.

b. No child labor

Boskalis does not tolerate child labor and applies the national laws on the applicable statutory minimum age for workers. We are committed to prevent child labor in our operations and projects.

c. Freedom of association, the right to collective bargaining and employee representation

Boskalis respects the right of its employees to the freedom of association and collective bargaining. We recognize the right of employees to be represented by employee representatives. In accordance with the applicable laws, Boskalis collaborates and engages in close, structured consultation with the employee representative bodies within our company and its subsidiaries as well as with the relevant trade unions worldwide on subjects applicable to our employees. Employee representatives are not discriminated against and will be given the opportunity to carry out their representative functions in the workplace.

d. Work culture

Boskalis is committed to create a diverse and inclusive workplace that challenges and inspires its employees to build their careers and achieve their potential within Boskalis. It is our responsibility to establish a work culture based on trust and recognition. We promote clear communications and are open to receive suggestions, ideas and criticism. Boskalis aims to prevent issues of conscience in the performance of duties and provides assistance to find proper solutions if such issues were to arise. Boskalis is supportive of a work culture where employees put the Boskalis Code of Conduct and its underlying policies into practice.

e. No discrimination and harassment

Boskalis is committed to prevent undesirable conduct such as discrimination, harassment, bullying, intimidation and abuse of authority. Boskalis does not accept any discrimination whether related to race, color, nationality, ethnic or social background, age, religion, political opinion, gender, pregnancy, sexual orientation, marital status, disability, trade union membership, or any other characteristic protected by applicable law.

f. Equal opportunities, talent development and diversity

Boskalis applies an equal opportunities policy for all employees to develop and grow, without any discrimination, whereby the principle 'the best person for the job' is leading. This applies to recruitment, training, promotion and all other employment decision-making.

Boskalis pursues a personnel policy to ensure the best possible use of each person's skills and to encourage personal development to attract and retain talent by offering general and tailor-made training programs.

Boskalis operates around the world as a leading player in dredging, offshore energy and marine services, relying on a team of dedicated, experienced professionals from a multitude of national backgrounds. We value diversity and the differences between our employees. Boskalis has a broad view towards diversity and aims for a diverse composition of the work force among others including age, gender, knowledge, education and experience.

g. Safety and health

Safety and health are a top priority in everything we do. We take care of the safety, security and health of everyone involved in our activities, including the communities we work in. We show our commitment to prevent accidents. Boskalis offers, promotes and continuously improves safe and healthy working conditions through the safety behavior program *NINA* (No Injuries, No Accidents) and in accordance with the ISO 45001 standard.

h. Labor conditions

Boskalis applies fair employment practices in every aspect of its business and offers good and competitive terms of employment worldwide. We employ, reward and promote based on the principle of equal opportunity. We commit that our employees receive a living wage that covers their and their family's basic needs in their home country. We apply applicable national legal requirements and agreed industry standards regarding wages and working hours. Boskalis is committed that all employees work on the basis of a freely agreed, written employment contract with clear terms and conditions in a language they understand.

i. Communities

We respect the rights of the communities where we work and are committed to being an active member of society. Our community principles are set out in our Environmental and Social Policy.

WHAT IS EXPECTED FROM YOU

The Human Rights and Labor Policy is essential in the day-to-day business of Boskalis. Boskalis expects you to avoid any behavior which constitutes a (potential) breach of the Human Rights and Labor Policy, regardless of the location and the local customs of the country where you are working and even if you think it would benefit the company.

HOW TO DEAL WITH BUSINESS PARTNERS

At Boskalis we are committed to conduct business with integrity, honesty and fairness in compliance with applicable laws, the Human Rights and Labor standards as well as the Boskalis Code of Conduct. We expect our business partners, like joint venture partners, suppliers and agents to do the same.

The main principles of the Human Rights and Labor Policy are also incorporated in the Supplier Code of Conduct. Suppliers (including but not limited to agents) will seek to select their own suppliers in accordance with the Supplier Code of Conduct. You should ensure that the Supplier Code of Conduct forms part of the contractual relationship between Boskalis and the supplier.

GOVERNANCE

Compliance of the Human Rights and Labor Policy is monitored the Group HR Director, the Sustainability Department and the Compliance Officer and through audits performed by the internal auditor.

The Board of Management and the Compliance Officer review the content of this policy with the Group HR Director and the Sustainability Department every two years.

HOW TO REPORT (SUSPECTED) MISCONDUCT

If you are an employee of Boskalis and you believe that anyone who is involved in the business of Boskalis is attempting to breach or has breached the Human Rights and Labor Policy, you are expected to report this to your (direct) manager or in line with the Speak Up Policy to the Boskalis Counselor.

WHERE CAN YOU FIND THE HUMAN RIGHTS AND LABOR POLICY

The Human Rights and Labor Policy is available on the Boskalis website (www.boskalis.com) and the Boskalis intranet (Bokanet).

WHERE CAN YOU LEARN MORE ON THE HUMAN RIGHTS AND LABOR POLICY

You will receive on a regular basis an invite for an e-learning program about the Human Rights and Labor Policy to explain and train you how to use it. The e-learning is mandatory to follow and requires your sign-off to obtain a certificate of completion.

If you have any questions with regard to the Human Rights and Labor Policy, you may always contact the Compliance Officer (compliance.officer@boskalis.com).

GENERAL DOCUMENT DATA

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All printed copies of this Document are considered 'Uncontrolled Copies'. Go to www.boskalis.com or the Bokanet site to find the current controlled version of this document. In the event of any discrepancies between the English version of this document and a translated verso, the English document is binding.

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Prepared by	Else Buijs	Role: Compliance Officer
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