

Mourik is shaping tomorrow.

Annual Report 2022



Mourik facts & figures 2022



8.0

Group result

2021: 28.1 million



532

Turnover

2021: 469 million



20,213

**Carbon footprint
(metric tons of CO₂e)**



1,913

Total employees

Number as of 31/12/2021: 1,935
Inflow: 260 ~ Outflow: 282



46

**Average age
of employees**

2021: 46



7.34%

Sickness absence

2021: 6.99%



0.50

**Sickness absence rate per
200,000 hours worked**

2021: 0.29



1.11

**Total recordable incident rate
per 200,000 hours worked**

2021: 0.86

“Mourik... There’s no getting around it.”

That’s what my father always liked to say. A family business that people like to work for, a company with know-how that helps clients nationally and internationally. Say what you do, do what you say. His dedication and entrepreneurial spirit are an inspiration to me and my sister Marianne. Together we proudly continue his work.

† Kees Mourik, January 22, 2023

Looking back at 2022, I see a year in which a lot has happened in terms of changes and innovation. The leadership program for the directors and management has had a positive impact, and many are now more open than ever to innovation and change and successfully contribute to this. This, in combination with good results and a full order book, provides a great starting point for the coming period to truly realize further innovation and change.

At the end of 2022, we reached close to the half-way point in the implementation of our Route '25 strategy. Looking back, we can conclude that the introduction of Route '25 has been a success so far, even despite the negative impact of the Covid-19 pandemic. For me it is clear that, within the company, our employees are fully onboard and engaged with this strategy. We work hard to realising various parts of Route '25, the aim of which is to make a difference and prepare Mourik for the years to come. Our strategy has healthy support from our employees, who are committed to innovation, growth and change.

This succesfull progress stimulates our Management Board to continue the chosen path and to use 2023 to further realize many of the improvements that have been initiated and take full advantage of opportunities that arise. At the same time however, I am aware that we still face quite a few challenges between now and the end of 2025 and that, especially in areas such as innovation, acquisitions, commerce, sustainability and safety, there is still a lot to be done.

Kees Jan Mourik
CEO

2022 Key figures

ENVIRONMENT

	2022	2021	2020
Carbon footprint (metric tons of CO ₂ e)	20,213	21,062	23,178
Direct and indirect energy consumption (in GJ)	237,781	262,180	275,871

SOCIAL

	2022	2021	2020
Average age of employees	46	46	46
Rate of sickness absence (%)	7.34	6.99	6.53
Incident Frequency Ratio (IF) (number per 200,000 worked hours)	0.50	0.29	0.44

FINANCIAL

(in thousands of euros, unless stated otherwise)	2022	2021	2020
Turnover on basis of works	531,932	469,301	469,693
Production of the year (= amount spent on works during the year)	461,031	414,431	406,579
Group equity on December 31	153,442	185,350	154,165
Group results after tax	8,036	28,086	2,830
Average group results after tax in the past 3 years	12,984	14,149	1,197
Depreciation of fixed assets	11,208	12,566	14,148
Cash flow	19,244	40,652	16,978
Average cash flow over the past 3 years	25,625	27,276	14,154
Investment in tangible fixed assets	11,243	7,743	12,158
Ratio:			
Current assets / current liabilities	1.528	1.743	1.501
Group equity / total assets	0.444	0.492	0.505



Mourik is shaping tomorrow.



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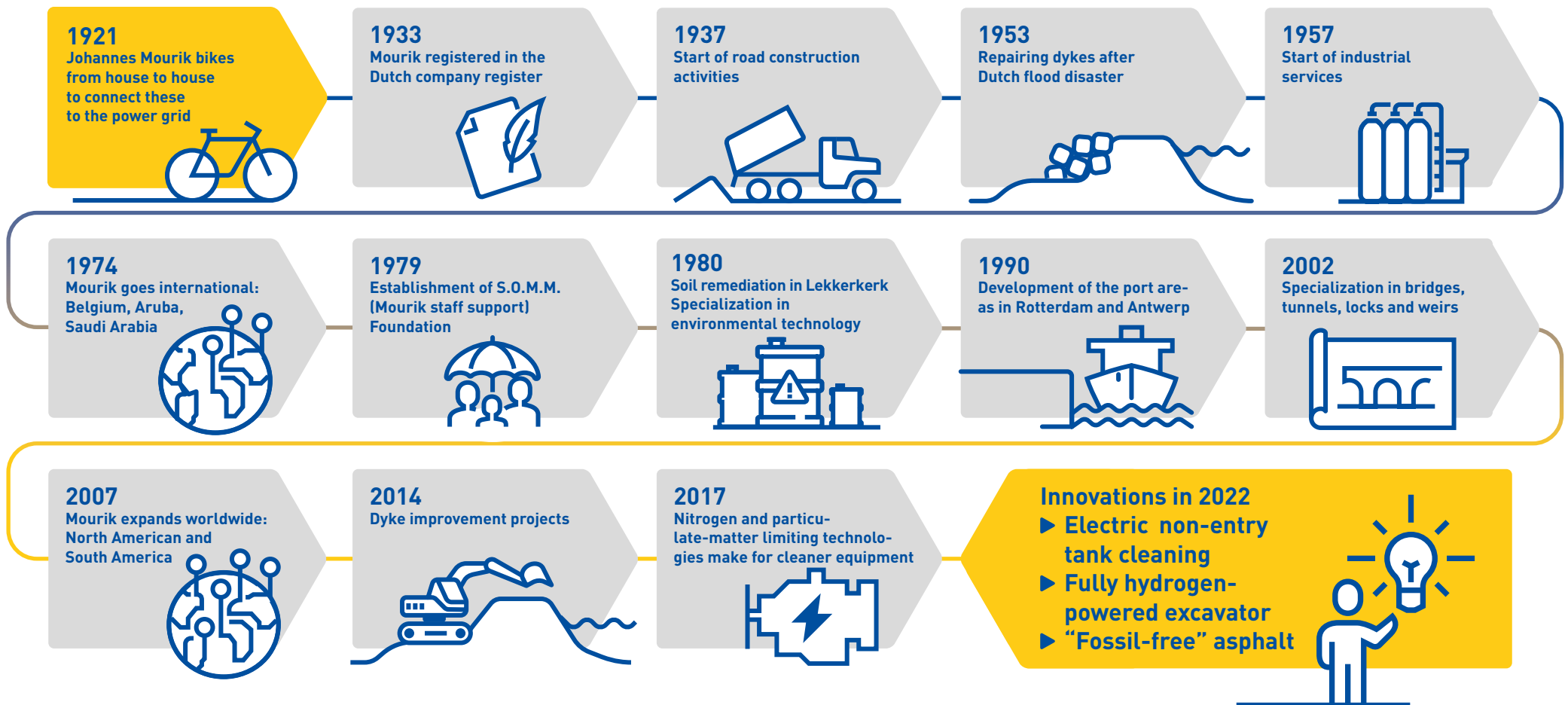


We are Mourik

Mourik: a global player and family business all rolled into one. Today, nearly 100 years after its foundation, Mourik is a company with a turnover of 532 million euros and 2,000 employees worldwide. We offer clients in the public and private sector total, multidisciplinary solutions in the areas of infrastructure, industrial services, non-residential construction and catalyst handling.



MOURIK HISTORY & TODAY

WORKING SUSTAINABLY FOR THE NEXT GENERATIONS



Sophie Mourik, daughter of our CEO Kees Jan Mourik, wanted to know what exactly Mourik was doing in the area of sustainability. This was the incentive to have a good talk on this matter with her father. And their conversation took place in a very suitable location, too, on the dyke that borders the backyard of the Mourik family home and the Mourik family business. Kees Jan brought Sophie up to date on our contribution in the past and our view on the future.



"We work sustainably for Mourik, but we also work sustainably for you and the next generations. That's really important to us."

See the whole conversation between Sophie and Kees Jan.

MOURIK'S CORE VALUES



People at Mourik are...

Enterprising

We feel responsible.
There is room to take initiative and seize opportunities.
We are given the freedom to give our own interpretation to the direction Mourik is taking.

Innovative

We are distinctive and innovative in our projects and the challenges we can handle. We're inventive in the field, and solution oriented in everything we undertake.

Persevering

We do not let go: we make sure the job gets done, no matter what it takes. We are a reliable partner for clients and employees alike.

Engaged

We put people first and are there for each other, take care of each other. We're committed to the company and the company is committed to us. Where help is needed, it is given.

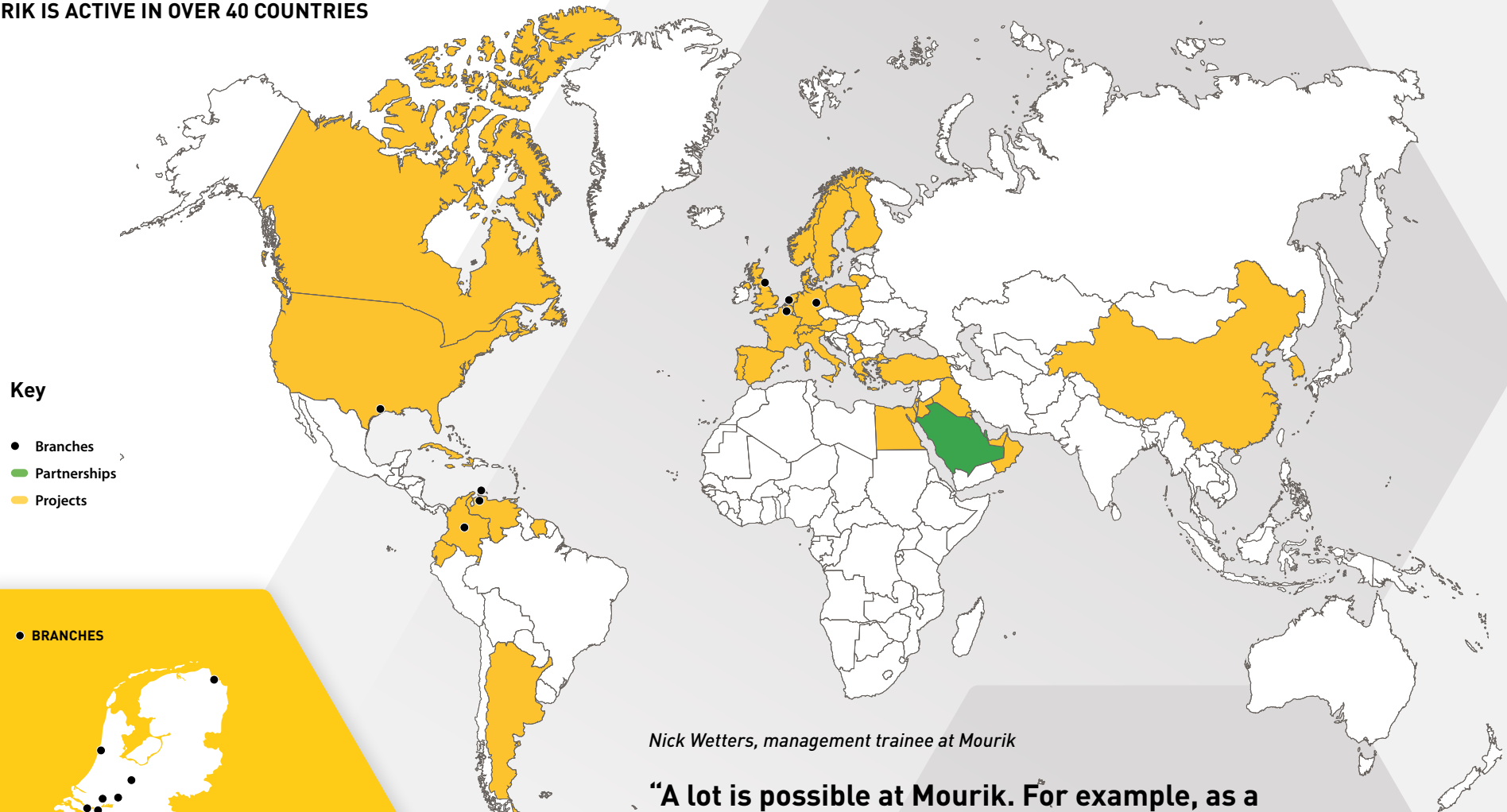
Honest

Here, we are completely ourselves, united in pride for our work and the company. We're honest and open with each other, like a close-knit family.



Mourik on the map of the world

MOURIK IS ACTIVE IN OVER 40 COUNTRIES



Nick Wetters, management trainee at Mourik

“A lot is possible at Mourik. For example, as a management trainee I spent a month in Houston (US) and a month in Lavéra (France). That’s not a standard arrangement in the traineeship; you have to show initiative yourself. You learn from that too.”



BUSINESS MODEL



Infra

DRY INFRASTRUCTURE

- Construction and rehabilitation of national and regional infrastructure
- Construction of sound barriers
- Construction of cycleways
- Rehabilitation of engineering structures
- Sewer installation and maintenance
- Underground cable and pipeline construction for gas, water, heat and electricity
- Implementation of maintenance contracts and asset management

WET INFRASTRUCTURE

- Dyke improvements and flood risk management
- Rehabilitation of weirs, locks, tunnels and movable bridges
- Installation/placement of waterway markers
- Implementation of maintenance contracts and asset management

CONCRETE

- Industrial civil concrete construction
- Civil concrete construction in the infrastructure sector
- Concrete maintenance and cathodic protection

ENVIRONMENTAL TECHNOLOGY

- Soil remediation works
- Implementation of emission-reduction measures for soil, air and water
- Implementation of emission-reduction measures for internal combustion engines

PROJECT DEVELOPMENT

TRAFFIC MEASURES

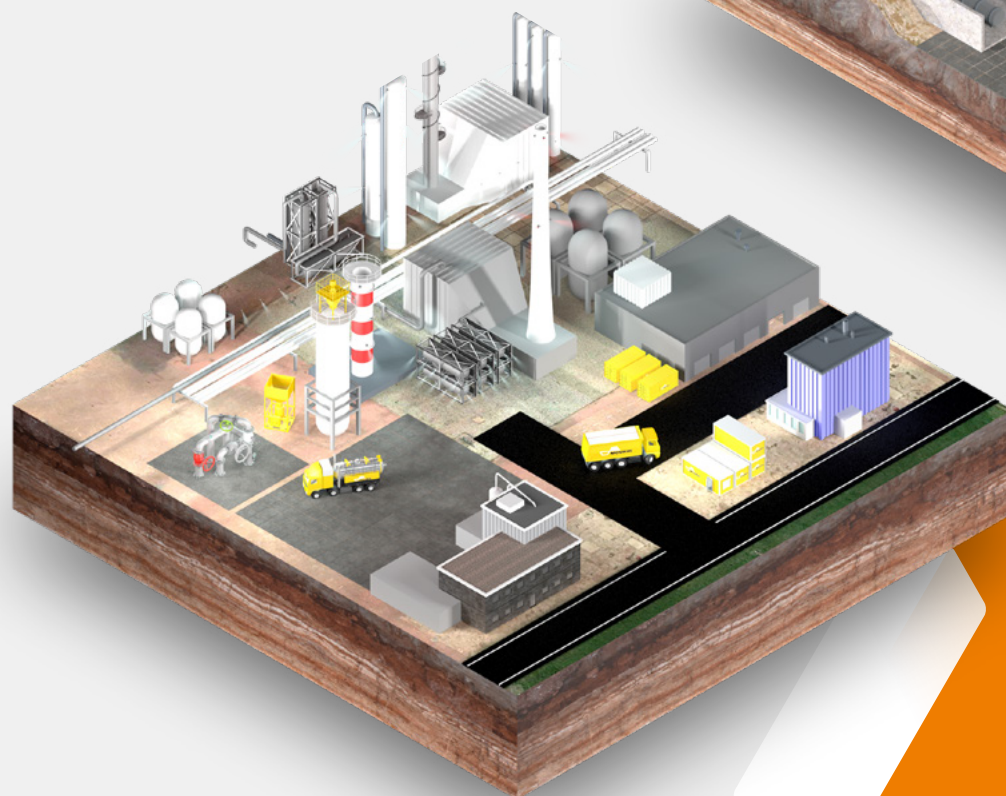
- Advice on/design of traffic measures
- Implementation of temporary traffic measures



Industry

INDUSTRIAL SERVICES

- ▶ Mechanical maintenance, projects and turnarounds
- ▶ Prefab & piping for projects
- ▶ Industrial cleaning in maintenance during turnarounds
- ▶ Blasting and coating
- ▶ Civil works
- ▶ Industrial construction
- ▶ Catalyst handling
- ▶ Environmental technology
- ▶ Cooling system optimizations



Construction

INDUSTRIAL AND NON-RESIDENTIAL CONSTRUCTION

- ▶ Construction advice
- ▶ Project development
- ▶ New-build projects
- ▶ Maintenance and rehab
- ▶ Earthmoving and road construction
- ▶ Installation of heat network infrastructure
- ▶ Pipeline construction for gas, water, heat, and electricity

ASBESTOS REMOVAL

- ▶ Asbestos removal

CONCRETE RESTORATION/REPAIR AND CATHODIC PROTECTION

- ▶ Concrete maintenance

DISMANTLING AND DEMOLITION

HVAC AND TECHNICAL INSTALLATIONS

- ▶ HVAC and electrical installations





Strategy

Our strategy is characterized by a focus on 2025 with a view beyond this to 2030. It gives us direction and is the basis for all our plans. Our strategy is discussed at our meetings and makes making decisions easier. We use our strategy to decide on and take concrete actions, step by step, within the divisions.

Report from the Board of Management

Reporting year 2022 was a strong year for Mourik, a year in which we saw plenty of development, innovation and great results. We are proud of our people and of what we have achieved together, how we have reached our objectives, seen great outcomes in the business, and produced an impressive financial result.

Mourik surpassed its targets for 2022. Though we were affected by inflation and the related cost increases, as with Covid-19 in 2020 and 2021, we are now able to discuss these kinds of developments with our clients and even convert them into opportunities.

Our five-year plan is on track. We are pleased that Route '25 is widely supported and that we are increasingly seeing concrete results of this strategy. The divisions are actively working on the strategy's implementation, and the details of the roadmap to 2025 are being further

refined based on experience gained and enhanced insight.

The leadership program is a categorical success: collaboration within the company is intensifying and "leadership that connects" is growing. There is increased and more concrete focus on commerce, innovation and sustainability. And, of course, leadership is crucial if we are to further develop our safety culture.

At the same time, translating strategy into innovation and into sustainability activities

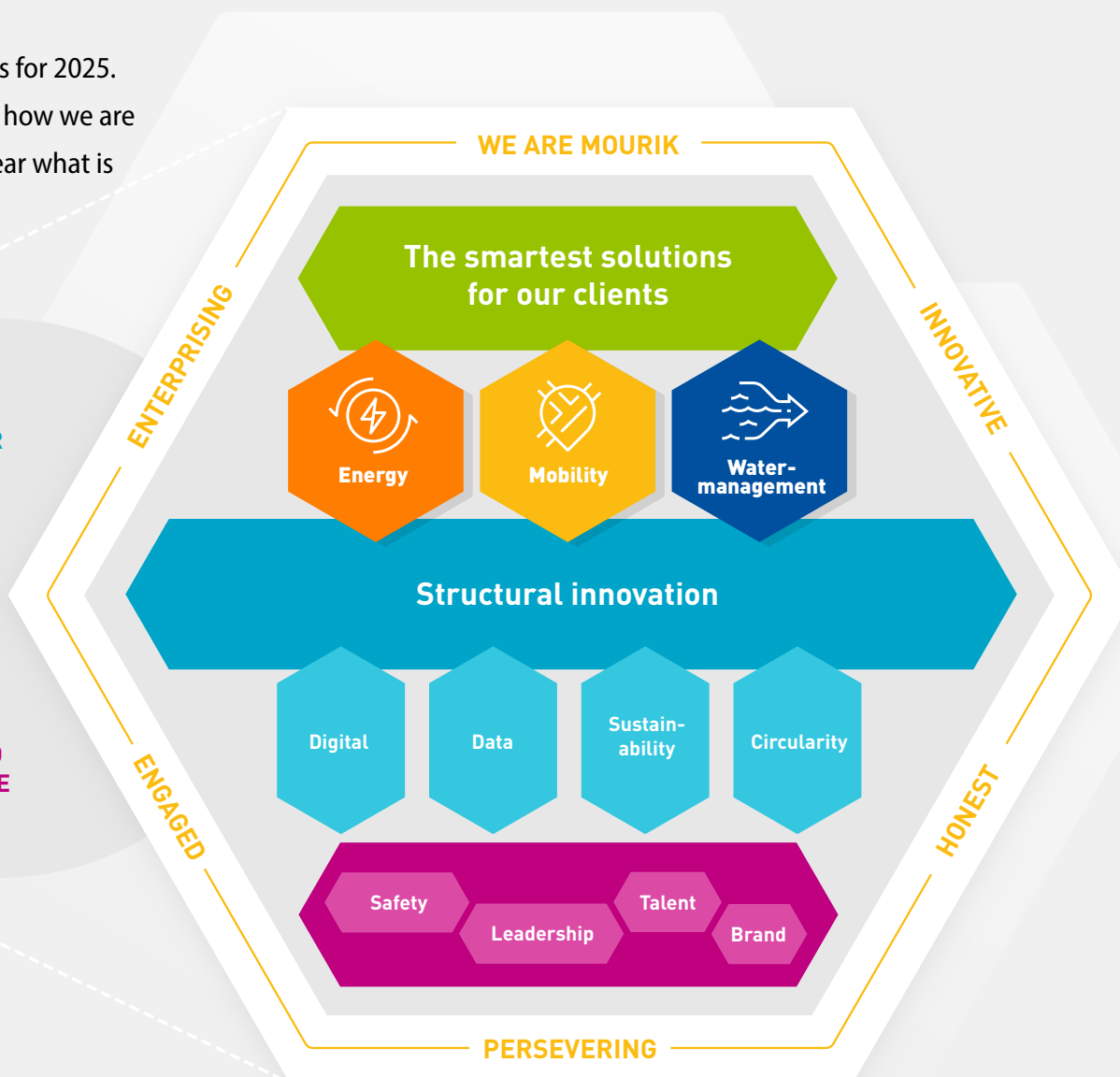
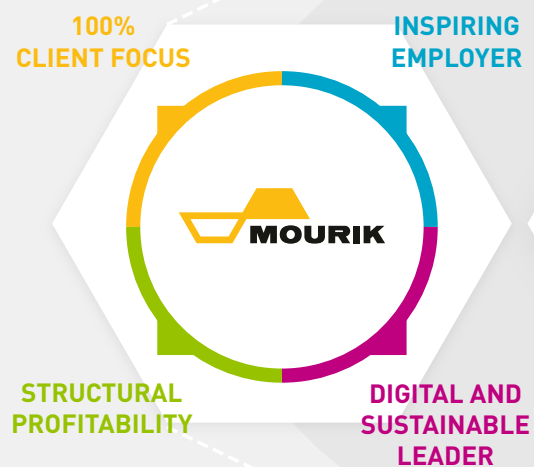
still poses a challenge. Still, we expect that all the investments we've made in these areas in recent years will pay off in 2023, and we expect to see concrete approaches with broad support. We have made a start with the innovation strategy and further detailed our sustainability strategy.

Given all of this, we feel positive about our outlook for 2023. We are looking forward to a year in which we expect to continue to work together enthusiastically, both on the details of our strategy and on fantastic, innovative projects with our clients.



2025 targets

We set out our strategy in 2020, with clear objectives for 2025. Our strategic roadmap and annual plans then detail how we are going to reach those objectives. Route '25 makes clear what is needed, what our accelerators are and where our specializations can be found.



Sustainable front runner

Our sustainability vision was formally adopted at Mourik in 2022, though we were already doing a lot in the area of sustainability before then: it's in our DNA after all. You can see it in our history and in our innovations today, both of which are rich in sustainable solutions. What we have done now, though, is consciously placed it at the heart of our business.



Embracing sustainability

Being a sustainable forerunner is one of our four key strategic objectives for 2025. The details of the route we need to take to reach this goal are becoming ever more concrete as we advance. In 2022 we embraced sustainability even more. We have jointly drawn up a sustainability vision and we are imparting this with enthusiasm.

In 2023 we want to set this out in concrete goals and steps, moving on from "this is what we want" to "this is how we are going to get there".

On the agenda

We hold regular stakeholder dialogues with various groups, inside the company, but certainly outside too. Our clients recognize us in our role in the area of sustainability, and not only thanks to our

vision and the dialogues: we are at the forefront with our sustainable innovations on projects.

This may involve major innovations, like the hydrogen excavator that we developed in house, but also more small-scale ideas, such as the emission-reducing measures we are taking for our own equipment, including those used on our asphalt pavers.

How do we turn our strategy into action?

Our most important lesson regarding our strategic objectives is that shaping our daily activities based on these objectives is not an easy task. This is hardly surprising since we presently have 2,000 people working for us and operate in a wide variety of disciplines. Given this, in recent years we have originally been focusing fully on communicating the strategy and on a leadership program, with the result that we are now increasingly working together intensively. This has been of enormous help.



Our sustainability vision

Mourik is a people business. There's a reason we say, "People make Mourik".
Inventive, enterprising, persistent people. We are discoverers, tacklers, inventors.

We find smart solutions to the obstacles we encounter each and every time. It's simply in Mourik's DNA: for almost 100 years we've played a role in solving social challenges small and large. Take, for example, how we helped rebuild in the Netherlands after the flood of 1953, and how in 1980 we cleaned up the severely contaminated soil in the Dutch town of Lekkerkerk.

Mourik is committed and driven. When we set ourselves a goal, we don't stop until that goal is reached. We have a healthy business spirit: we like to take calculated risks and look for ways to do business. We are quick to spot opportunities and possibilities, often earlier than others. We tackle the climate problem with the same business acumen and innovative strength, with less talk and

more action. As a family business, we are well aware of how it's going with our planet and the people who live on it. We feel a great responsibility to take better care of the world and each other, which is why we've set a number of clear targets for our company for 2025.

Once we have reached that point we will formulate our next challenge so that we,

all of us together, can advance step by step towards a new, more sustainable world. And the ultimate goal? Mourik is becoming a true leader in the sustainability transition. Contract by contract, we are showing how construction, maintenance and doing business can become increasingly sustainable.

In this way we contribute to sustainable infrastructure, water management, the energy transition and clean, circular industry *and* we set a good example while we're at it – an example to each other, to the people we work with and to the rest of the world.

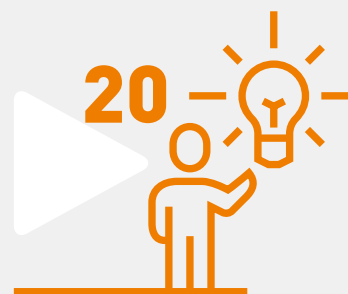
THE INTERIM GOAL LINE HAS BEEN SET FOR 2025:



We have cut our carbon emissions by 25%



We are repurposing 80% of our waste



We are working on 20 sustainability solutions per year



We continuously ensure that everyone can work safely, healthily and with pleasure

MOURIK INSPIRES WITH THE 100MTC EXPERIENCE

We already help our clients with their sustainability challenges, but we want to do more still. Mourik is a partner in the 100 Months to Change (100MTC) platform, a global platform aimed at achieving the climate targets for 2030. We also started the “Leadership in sustainability” program with 250 management and supervisory colleagues. This is how we inspire one another.



A pioneering role together

Our new “Sustainability Leadership” program empowers people to personally take on a leadership role when it comes to sustainability. “A clearly identifiable element in this is the development of direction and scope in the organization to further prepare the company for the future, together with our employees, clients and partners,” says our Sustainability Manager Cora de Groot.

And as a company, Mourik, too, plays a leadership role in the sector. There is, of course, a long road ahead of us and still a lot to be done. All the same, we are leading the way, a fact that is seen and appreciated by our clients.

100 Months to Change

Mourik is a partner in the 100 Months to Change (100MTC) platform. During our own 100MTC Experience, the group board proudly presented our new sustainability vision to more than 250 colleagues.

And the ultimate goal? Mourik is becoming a true leader in the sustainability transition. Contract by contract, we are showing how construction, maintenance and doing business can become increasingly sustainable.

“During the 100MTC Experience, we inspired our people and got them enthused about contributing to a sustainable future”

Non-stop innovation

We are the experts when it comes to coming up with innovative solutions that can be applied in practice.

We would even go as far as to say that no one is as good at solving technical problems as we are. And we know what to do with groundbreaking innovations too. Still, we want to invest even further in this area.

Various types of innovation

When we look at the various types of innovation, we especially want to pay even more attention to Horizon 2 (adjacent innovations: things that are new to us) and Horizon 3 (disruptive innovations). We are already more than proud of our Horizon 1 (incremental, practical) innovations. To increase our focus on the other two

Horizons, in 2022 we once again took “inspiration trips” to look at great examples of innovation from the market and from science so that our people could see for themselves how innovation is crucial if we are to continue to deliver value. With these trips we also mobilize support within the company to orchestrate innovation even more adeptly.

Data and digitalization

Data and digitalization are important drivers of innovation. Data-driven maintenance offers many opportunities: a better return for our clients for one. The adoption of this is moving rapidly and we want to make even more concrete plans along this line in 2023. In collaboration with VU University Amsterdam, in 2022 we launched an

in-company data management program.

The 20 Mourik participants are not data analysts as such, but rather deliberately chosen to represent a good cross-section of the company, this way allowing us to quickly make progress in various disciplines.

The number of acquisitions is lagging behind targets, but the formation of new activities and the focus on organic growth has more than compensated for this. In 2023, we will focus explicitly on suitable acquisitions.

Energy through organizational development

We not only develop new ideas: we also develop the company. For example, management has been bolstered in the Infra division and in Mourik Belgium.



FULL CLIENT FOCUS IN PRACTICE

One of our strategic objectives is to ensure we are always fully focused on the client. We put this into action by constantly monitoring the situation, both in our daily interactions with our clients and through targeted campaigns and events. For example, in 2022 we organized interviews with our top 15 clients and we held an innovation day for 300 clients from the Netherlands and further afield.



Know what's going on

Dennis Zijlmans, General Manager at Mourik Industry, says, "We want to understand what matters to our clients and apply that knowledge to our current and future services".

"Our clients appreciate that we try to help them find the right solution, both in their daily activities, but also in supporting their strategy," says Mylène van Dissel, Business Development Manager at Mourik Industry.

In conversation with our clients


From the talks with our clients, it has emerged that virtually all of them are busy with sustainability. That is also a priority for Mourik and in the services it offers.

During the innovation day, which centered on the theme "Mourik Makes Tomorrow", 300 clients and business partners were shown innovations from all divisions.

They saw, for example, innovations for an emission-free construction site, methods for producing less wastewater during works, and ways to turn residuals into reusable raw materials.

Reflecting it in our own activities

Based on what emerges in the discussions with our clients, our teams develop market-oriented innovations so that we can all pull together.



"Our clients see Mourik not only as a partner to discuss their current projects, but also increasingly as a partner for long-term sustainable solutions."

Developments, risks and opportunities

Mourik is naturally influenced by external trends and developments. These sometimes present risks, but more often than not, they also offer opportunities. Given this, it is important to carefully look at the world around us and include these developments in our plans and decisions.



Changing energy sources

There is a shift happening in the energy flows. Gas is increasingly being replaced by other energy carriers, including hydrogen, and the electricity grid is becoming overloaded. Given our experience in the construction and maintenance of this type of infrastructure, this offers opportunities – whether this concerns electricity, hydrogen, or even natural gas for now.

Climate change

The water level is rising and rivers are increasingly flooding as a result. This means that many dykes need to be reinforced, and that's something we're very good at. In addition, periods of drought also present new challenges for water retention. We develop solutions for both trends, and we can also make a difference in the area of locks and weirs, as well as maintenance for all wet infrastructure.

Labor shortages

We pride ourselves on always taking good care of our people, even in times of

high inflation and rising energy costs.

This, in combination with attractive projects, has placed Mourik in a better than average position to attract and retain people.

The current scarcity – certainly in terms of technical professionals – therefore offers us opportunities and, because of the atypical impact on the pricing of our projects, enables us to make price adjustments to reflect inflation.

Increasing workload

However, the tight labor market also poses risks: everyone's workload is increasing. That's a concern we want to address. We have excellent relations with the trade unions and the Works Councils and have regular discussions about what we can do to protect our people.

Our stakeholders and the materiality analysis

Our stakeholders are important to us and we often engage in dialogue. As a company, we deal with a wide range of stakeholders: clients (private and public), employees, shareholders and other capital providers, suppliers and subcontractors. But of course we also interact with our peers in the industry, with government bodies, knowledge centers and educational institutions, civil society groups, end users and society in general.

Our stakeholders

Our stakeholders are people and companies who have a vested interest in, have influence over, or are affected by our activities. To be able to communicate and cooperate well with our stakeholders, we have divided them into three groups: internal, external, and other.

We maintain intensive contact with our stakeholders to keep abreast of what's happening in the market and to learn what specific stakeholders consider important. Last year we held several meetings with stakeholders to discuss our strategy and a number of material issues, like meetings to discuss our sustainability vision with clients and industry peers, our "inspiration trips", and internal consultations, for example.

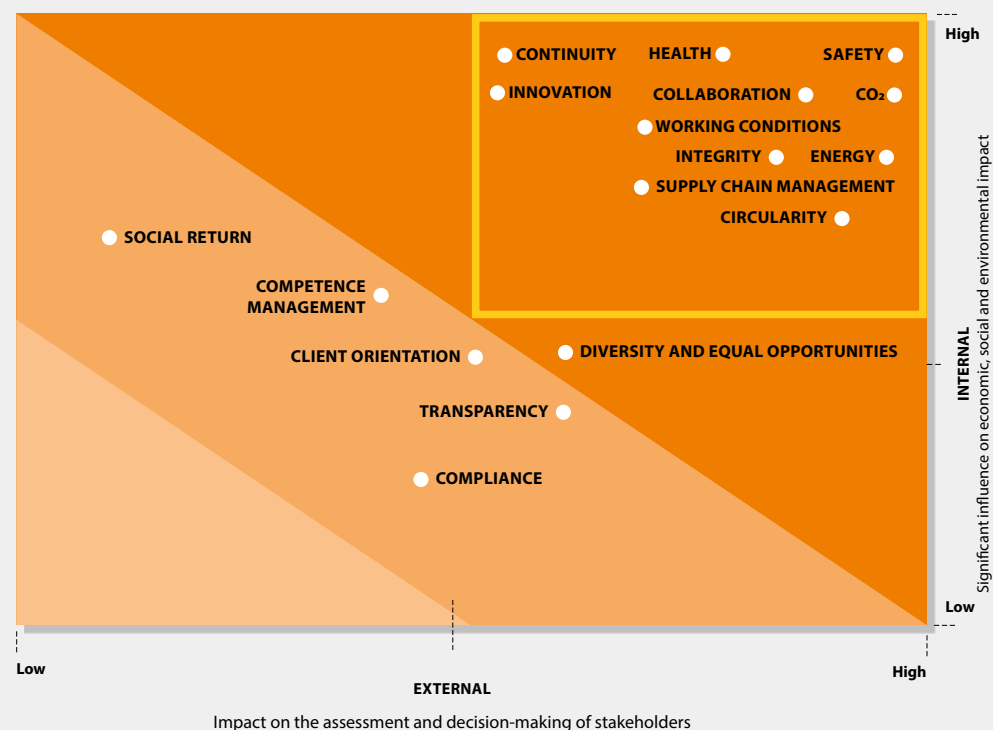
A detailed description of the various stakeholders is included in the appendix.

Materiality analysis

Every year we carry out a materiality analysis, i.e. an analysis of the economic, social and environmental impact of our activities on our stakeholders.

In this way we determine which topics are important to our stakeholders. We then place the topics in order of priority to determine the significance of the impact. By positioning these topics according to their impact on society and on the business, the materiality matrix is created. There are no major changes in this matrix compared to previous years.

MATERIALITY MATRIX



Key

- » The topics at the top right of the quadrant are material CSR topics and are included as quantitative (measurable) reporting topics.
- » The other topics are also included in this report but are described in qualitative terms.

Our value chain

WHO



Shareholders
Board of Management
Supervisory Board
Management
Employees

Clients



Supply/value chain partners
→ Suppliers
→ Subcontractors
→ Sector partners



Business partners

Local stakeholders
→ Local residents
→ Road users
→ Local municipalities
→ Local associations/foundations



Public bodies and authorities
→ Municipal authorities
→ Provincial authorities
→ National authorities
→ Permitting authorities

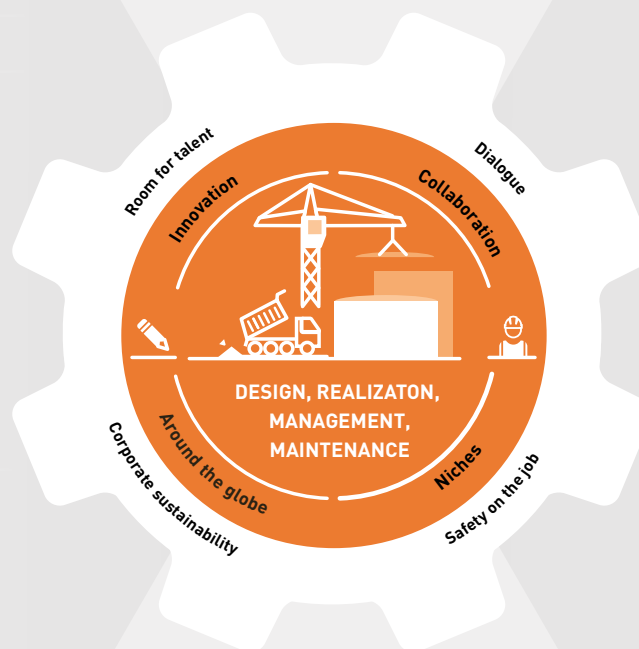


Network and interest groups
→ Trade associations
→ Foundations/NGOs

Knowledge institutions

Financial stakeholders
→ Shareholders
→ Banks

CORE PROCESS



OUTPUT

How we create value and for whom



Continuity
By creating continuity for our company, we continue to ensure employment in the region and create sales opportunities for our supply and value chain partners.



High-quality infrastructure
→ A safe, climate-proof environment
→ Reliable energy supply
→ Better mobility and accessibility

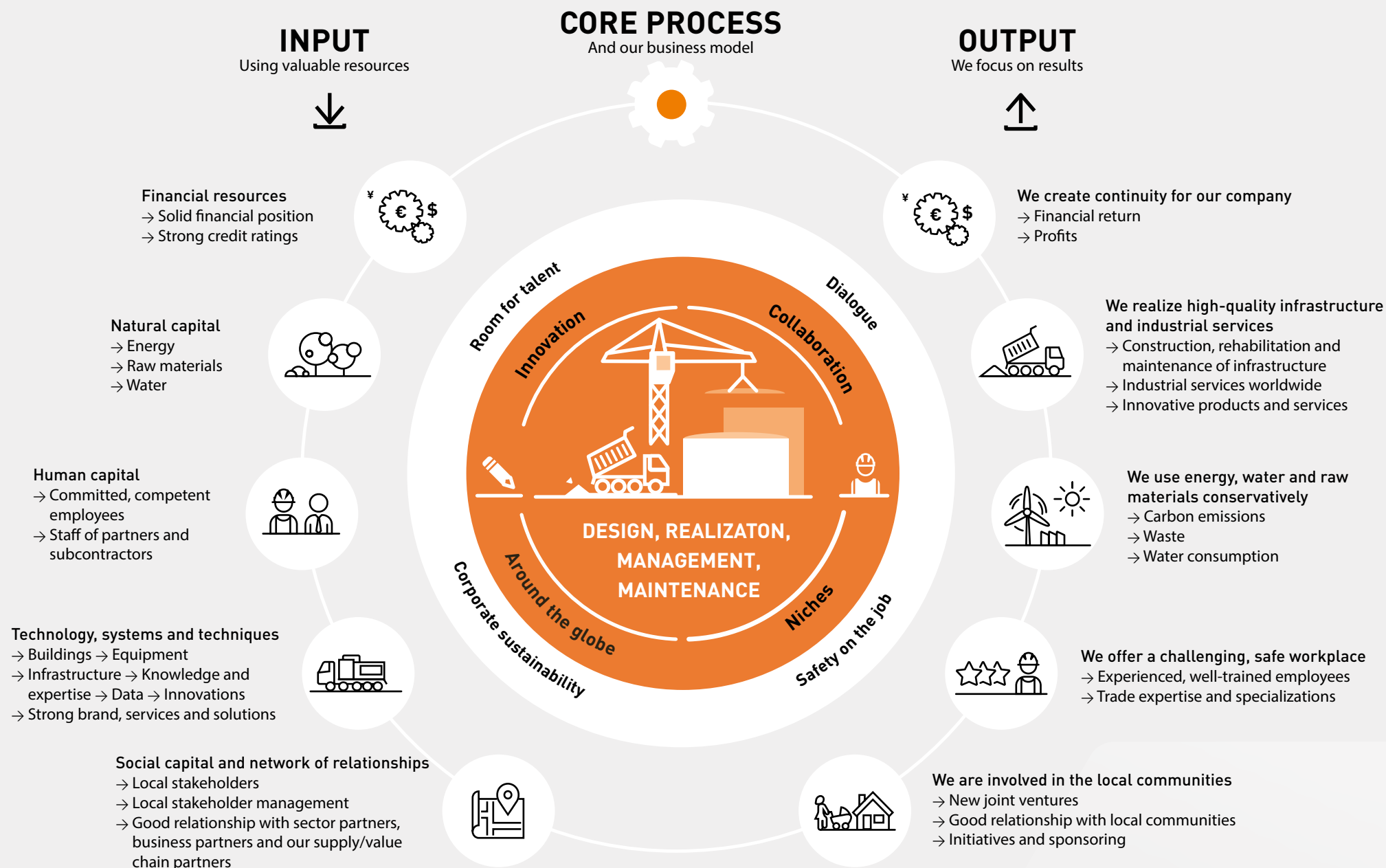


Best multidisciplinary industrial service provider
→ More efficient production processes for our clients
→ Innovative services



Reliable partner and employer
→ Challenging, safe workplace for everyone
→ Safety and sustainability as basic conditions
→ Working together to improve the sector

The core of our value chain



Sustainable Development Goals

Our sustainability strategy is based on the Sustainable Development Goals (SDGs).

At Mourik, we want to achieve sustainable impact and contribute to fulfilling the following seven SDGs.



SDG 3 Good health and well-being

We contribute to good health and well-being of everyone, young and old alike, by investing in the health and development of our employees and our supply and value chain partners. As a family business, we want to take good care of our people and our stakeholders. The safety of our people and our stakeholders is top priority at Mourik.



SDG 7 Affordable and clean energy

We contribute to the transition to affordable and clean energy for everyone. We are emerging as an expert on matters within the scope of the energy transition. We are doing this by investing in the zero-emission construction site and by contributing to reliable, clean energy systems such as waste heat networks.



SDG 8 Decent work and economic growth

We contribute to the gross domestic product of the Netherlands by creating jobs. In addition, we contribute to the economic growth of the Netherlands by providing good infrastructure and more efficient processes for our clients.



SDG 9 Industry, innovation and infrastructure

We build resilient and sustainable infrastructure. We provide companies and residents with sustainable energy, for instance by building waste heat networks. Through continuous innovation, we make sure that we carry out our work efficiently and sustainably. In the industrial sector, too, our aim is to make the business operations of our clients more sustainable.



SDG 12 Responsible consumption and production

Our current economic system and the way in which we produce and consume results in the depletion of raw materials and brings about climate change. Mourik wants to contribute to bringing this negative trend to an end. We also want to pass on our company in even better condition to the next generation. We believe that this can only be achieved by applying circular principles to how we work. For us, this means that raw materials and other materials, energy and water must not be lost or wasted and that they must retain their value.



SDG 13 Climate action

We take action to combat climate change and its impacts. We do this by actively reducing our carbon emissions. Furthermore, we are targeting climate-neutral and fully circular business operations, with 0% waste, by 2035. In our efforts to achieve this goal, we are committed to involving the sector and our supply and value chain.



SDG 17 Partnerships for the goals

We work together with our clients and supply chain partners to make our processes, supply chain, products and services more sustainable. Only by working together can we bring about a green transition and achieve the climate goals.

Decades of industrial cleaning at Huntsman

Mourik has been providing industrial cleaning services to chemical company Huntsman in the Botlek industrial area of Rotterdam for decades. We also carry out both regular maintenance and turnarounds, i.e. intensive projects involving shutting down parts of the plant for major maintenance. Mourik and Huntsman are also working together to devise sustainable innovations.

Partnership for innovative industrial cleaning

In this collaboration, Kal Khogali, Operations Director Europe at Huntsman Polyurethanes, is committed to

achieving a green, sustainable future. "It's great to continue our long-standing relationship with Mourik, now based on the development of innovative, sustainable industrial cleaning methods

and technologies," says Khogali. Huntsman Holland produces semi-finished products for the polyurethane industry and is part of Huntsman Corporation, an American manufacturer and marketer of chemical products with over 7,000 employees worldwide.

Hard-to-find expertise on turnarounds

In addition to regular industrial maintenance, we also handle turnarounds at Huntsman. This is an intensive and hectic area of activity: during a turnaround, part of the plant, and sometimes even the entire plant is shut down to carry out major maintenance.

Completing turnarounds quickly and properly is complex and requires specialist knowledge. At Mourik, we have this

**Kal Khogali, Operations Director
Europe Huntsman Polyurethanes**

**"I am excited about
the future of our
partnership."**

hard-to-find expertise in house. We bring this all together in our Projects & Turnarounds department, which accordingly has an abundance of knowledge and experience in this area.

Short, open lines

Dick de Gier, Regional Director for Central Netherlands at Mourik, is extremely proud of "his" location. "As long as I have been working at Mourik – and that has been a long time – we have been working for Huntsman," says Dick. "They're a great client to work for, the atmosphere is good and the lines of communication are short. Moreover, the people there are open to innovation. How can it be made safer, faster or more sustainable still – these are questions we regularly discuss together."



ENVIRONMENT

Ensuring a livable planet

The future of our people and their families is important to us. Our mission: As a family business, we want to pass the world on to the next generation in better shape than it is in now. This conviction is the basis for our way of working. For us, sustainability means dealing with each other, the local communities and the planet in a sustainable manner.

We are more than aware that we need to leave behind a livable planet, also for the generations to come. Our goal for 2030 is to be a leader in the sustainability transition.

And that's quite a challenge, too, considering the industries in which we work: sustainability is not always a given in these. That's why we feel it's important to be a leader in the area of sustainability. And we have demonstrated this, too, with our Plastic-to-Chemicals plant and our hydrogen-powered excavator, for example, as well as with our electrical equipment and our focus on the circular use of raw materials.

Transition to a sustainable future

We help our clients with challenges they face so we can make the sustainability

transition a success together. Our aim is to be a leader in the sustainability transition. Contract by contract, we are showing how construction, maintenance and doing business can become increasingly sustainable. In this way we contribute to sustainable infrastructure, water management, the energy transition and clean, circular industry *and* we set a good example while we're at it – an example to each other, to the people we work with and to the rest of the world.

To really get behind this ambition, in 2022 we drew up our sustainability vision: Mourik Makes Tomorrow. This vision paper describes our conviction and sets out clear targets, making it clear to all what we stand for and how we are going to reach our objectives.



Milestones we are proud of!

► **We have a shared vision on sustainability**

With input from staff across the company, we have drawn up a clear vision on sustainability. During the "sustainability journey", we inspired more than 250 employees to take the lead in the sustainability transition.

► **We apply sustainable and circular procurement practices**

We work together with our clients on this. We have drawn up a sustainable procurement policy and trained our buyers. We only use FSC/PFEC certified wood for example.

► **We help our clients with innovations**

Innovations like fossil-free asphalt and automatic cleaning systems. We build hydrogen filling stations, innovative, circular plants, and sustainable dykes.

► **Mourik climate neutral by 2035**

We apply low-emission technologies in our work, like by using hydrogen machinery and electrical equipment (from small tools to large vehicles).



Accelerating the energy transition together

The world is switching to fossil-free energy and this transition is having an enormous impact on society. Mourik has a major role in this: we are helping the Netherlands accelerate the energy transition. We have everything needed for this in house: we have the technology and experience, innovative power, excellent contacts, and the entrepreneurial drive.

Fossil-free energy

In the energy transition, the Netherlands is increasingly switching to fossil-free energy, like solar and wind. Hydrogen production is also playing an increasingly important role, with green hydrogen becoming an important energy carrier. Hydrogen is being used in industry, as well as for heavy construction equipment and trucks. Electric engines are not yet a suitable solution for these heavy-duty vehicles – hydrogen offers a good alternative here. And the only emissions are water vapor: no CO₂, no particulate matter and no soot.

Construction of hydrogen filling station in Oude-Tonge

A good example of our activities in the area of construction of hydrogen filling stations is the Greenpoint filling station in Oude-Tonge (NL). At this filling station, which is being expanded to include a hydrogen installation, Mourik is responsible for all civil works: earthworks, paving, installation works, site design, etc.

New infrastructure

The energy transition is backed by agreements, both international agreements like the Paris Agreement and the EU Green New Deal, and local ones like the Dutch Climate Agreement. These agreements create a brand new playing field: new infrastructure is needed for the generation and transport of energy. Mourik is already acting in advance of this development.



What we do

- ▶ We install waste heat networks
- ▶ We build hydrogen pipelines and filling stations
- ▶ We innovate with plastic-to-chemical technology
- ▶ We generate energy from waste water

THE ENERGY TRANSITION IN FULL SWING

According to Mourik's Sustainability Manager Cora de Groot, we can never be *too* sustainable. If it were up to her, we would step harder on the (electric) accelerator today rather than tomorrow. Fortunately, she is in the right place. As an innovative leader, we are constantly looking for new solutions, methods and technologies to accelerate the energy transition.



Energy transition essential for a sustainable future

To achieve the climate targets it's essential that we transition from fossil fuels to renewable energy sources. As a family business, we take the lead in using sustainable energy. We also have the expertise to accelerate the energy transition. From waste heat networks to hydrogen filling stations, we help build the necessary infrastructure to make the energy transition a success.

In addition, Cora represents Mourik in various sustainability committees that are endeavoring to make the entire industry more sustainable. "Together we form a movement that is necessary for the

transition to a sustainable society", says Cora. We are showing that it's possible to do it differently.

Building the energy transition together

We continue to work hard to make renewable energy the new norm. We are taking action on this right now, but we can't do it alone. Citizens' initiatives are indispensable in making a successful transition. One example is the Sustainable Molenlanden Foundation, a fantastic initiative which Cora helped set up. With this initiative, as a committee member she inspires local residents in her spare time and helps them implement green solutions.



"For the energy transition to succeed, we need to look at it in a different way."

Clean, circular industry



The ambition for the Dutch industrial sector is to be circular and have virtually zero greenhouse emissions by 2050. Mourik is helping its clients make this transition to a clean, circular industrial sector. And as for us, we aim to be fully circular by 2035.

What will plants and factories look like in 2050?

The industrial sector will largely use energy obtained from new green carriers, such as hydrogen and ammonia, supplemented with green electricity generated by solar farms, wind turbines and geothermal energy. The raw materials and feedstock come from biomass, waste and gases. The waste heat is used by industry itself or

supplied to commercial greenhouses or buildings and homes. In addition to being an energy consumer, industrial operations also produce energy and serve as an energy buffer to balance the grid.

Today's steps

We help our clients to work more circularly, step by step. Consider, for example, new methods of cleaning that produce less

residuals, such as ultrasonic cleaning and other circular cleaning methods where water, chemicals or biological cleaning agents are fully reused. This is just one other way in which Mourik is helping to decarbonize the industrial sector. And these steps can be found all along the value and supply chain. For example, we require our suppliers to reuse packaging material and look for alternatives to tropical hardwood.

What we do

- ▶ We produce efficiently
 - Work more efficiently, requiring less downtime or energy
 - Digitalization, using automated cleaning systems for example
 - Use of low-emission equipment
- ▶ We work circularly
 - With innovations such as ultrasonic cleaning, which requires less water
 - Circular procurement, which means we produce less waste
- ▶ We make smart use of waste heat
 - Construction of waste heat networks
- ▶ We capture and store CO₂
 - We use CCS technologies

WE PROCURE SUSTAINABLY TOGETHER

For most companies, the greatest sustainability impact does not arise in their own business operations but rather in the products and services they purchase. This can account for as much as 70% of the impact. Knowing this, we are committed to active collaboration with our value and supply chain partners.



Talking about sustainable procurement

Sustainable procurement starts with a good conversation, and we prefer to do that together with our clients. The collaboration between Mourik and Rijkswaterstaat (the Dutch DG for public works and water management) is a good example. In 2022, together with Sustainability Manager at Rijkswaterstaat Inge Knapen, Mourik organized a sustainable procurement workshop for all buyers.

Such a conversation starts with asking the right questions, questions like “Do we really need these products?” and “What is the impact of the goods and services we procure?” Rijkswaterstaat and Mourik got

to work on these questions together with the buyers. The topic addressed was “What exactly does sustainable procurement mean and where do you start?” For each sustainability topic, it was examined how procurement can contribute to reaching the sustainability goals of both Rijkswaterstaat and Mourik.

Impact analyses: green asphalt or bamboo pens?

Impact analyses also help us to make the right choices. We mainly focus on those decisions that have the greatest positive impact: the purchase of sustainable building materials, for example, has more of a positive impact than the purchase of bamboo pens.



“We engage with each other so that we can make the right purchasing decisions together and draw up a uniform sustainable procurement policy for the Mourik group. It’s a great step towards climate-neutral and circular working”

Martin Post, Chair of the Procurement discipline group at Mourik.

INNOVATION – NON-ENTRY TANK CLEANING (NETC)

Every day we work out ideas that make our work and that of our clients safer and more sustainable. And some of these ideas lead to great innovations. One example of this sort of innovation designed and developed by Mourik is the fully electric non-entry tank cleaning (NETC) system, a sustainable and safe technology for industrial tank cleaning.



Electrically powered

Mark van der Knaap, Business Unit Manager at Mourik, has been closely involved in the development of this new method of tank cleaning. “The old units were diesel-powered and so environmentally harmful,” Mark explains. “The new electrically powered units are not only much more environmentally friendly, but also have a much larger capacity, meaning they can be used to clean larger tanks. What’s more, the new method produces much less noise.”

inside of a tank remotely, without an employee having to enter the tank. Not only does this makes the process more effective, it is also much safer.

Remote inspections

The NETC system uses a technology that makes it possible to inspect and record the

“With the new NETC method we can meet all emission restrictions. Moreover, it can be used safely in many more locations”



Building INEOS' innovative sustainable ethane cracker

At the Port of Antwerp we are working on Project ONE, chemical company INEOS' high-tech, highly sustainable ethane cracker. This state-of-the-art steam cracker converts ethane into ethylene, one of the most widely used base chemicals in the world and an essential building block for a variety of applications.



Examples are lightweight materials for cars and wind turbines, pipes for transporting drinking water, insulation materials, medical applications, housings for computers and smartphones, packaging for extending the shelf life of food products, and textiles. Project ONE is the largest investment in the European chemical sector for a generation.

Four kilometers of sheet piling

On December 15, amid great media attention, the official starting signal was given when, instead of laying the foundation stone, the first sheet pile went into the ground. It was to be the first of many: a total of four kilometers of sheet pile retaining wall will ultimately be installed.

We are collaborating on the project in a temporary partnership with Aertssen Infra (Tijdelijke Maatschap Mourik-Aerts-

“Mourik-Aertssen was chosen for this contract because of their joint expertise in civil works and their extensive experience and references in the field of soil excavation and transport, dam works, drainage works and water treatment. We are confident that we will be working with strong partners in this important early phase of the works.”

Henk de Bruijne, Project Manager Project ONE Site Preparation & Outsourcing

sen). Mourik is focusing on water treatment and concrete works, as well as on general coordination to ensure that everything runs smoothly.

A project unparalleled in size

The project will take about four years to complete and is typified by unprecedentedly large numbers:

- ▶ The site is the size of 128 soccer pitches (or around 170 football fields)
- ▶ Construction will require four Eiffel Towers of steel
- ▶ A total of 2,000 kilometers of piping will be laid

Sustainable

This new ethane cracker is not only large, but also sustainable. Thanks to the innovative design of the plant, its carbon footprint is less than half that of the top 10% of the best performing steam crackers operating in Europe today. Project ONE is set to raise the standard for the chemical sector in Europe. What's more, INEOS is committed to further reducing carbon emissions from the cracker to net zero within ten years of commissioning.

Sustainable infrastructure

The ambition of the Ministry of Infrastructure and Water Management and its executive arm Rijkswaterstaat is clear: by 2030 Dutch infrastructure will be climate neutral and circular. At Mourik, we are making a concrete contribution to making this ambition a reality. We are doing this through continuous innovation, like with our fossil-free asphalt, and by always carrying out the works as sustainably as possible.

Low-emission works

Together with our partners, we are making roads, cycleways, bridges, dykes, viaducts, roadsides and waterway banks more sustainable. We cut back on emissions in our works. We use electrical equipment – from small electrical equipment, such as shovels, mini-excavators and hand tools, to electric trucks, buses and pickups. We also use our hydrogen excavator – de-

veloped in-house – and we apply systems for the after-treatment of emissions and for alternative fuels.

Strengthening biodiversity

We also pay attention to biodiversity during the maintenance of the Dutch national highway network. We make sure not to disturb any animals, by moving nests where necessary, for example – very

carefully and with a lot of patience.

Cycleways of the future

Transport and mobility is changing: inner cities are becoming low traffic areas and bike paths are playing an even more important role. When constructing cycleways, we pay attention to a wide range of sustainability aspects. We consider how we can keep the material we use to a minimum

and use as many circular materials as possible, and we consider the sustainability of the concrete and whether the electricity can be generated self-sufficiently. We also take “sustainable safety” into account, considering matters like unobstructed sightlines and sufficient light.

What we do

- ▶ We strengthen the biodiversity along the Dutch highway network
- ▶ We create cycleways of the future with energy-neutral bicycle tunnels
- ▶ We use sustainable and circular materials
 - Circular asphalt mixtures
 - New concrete mixes
 - Reno gantries
 - Sustainable, biobased bank revetment
- ▶ We apply low-emission technologies



PUSHING BOUNDARIES WITH HARSFALT, OUR PIONEERING FOSSIL-FREE ASPHALT

Mourik simply loves to take the initiative when it comes to technical developments, by joining forces with the Dutch national expertise center for asphalt (Asfalt Kenniscentrum) for example. In 2022, we laid our Harsfalt asphalt – a fossil-free asphalt based on a 100% organic binder – for the first time. This groundbreaking innovation is a major step in making Dutch highways and roads more sustainable.



100% organic binder

Just like in traditional asphalt Harsfalt includes a binder. In traditional asphalt, the binder is bitumen, which is extracted from crude oil. In Harsfalt, however, we replace the bitumen with a 100% bio-based binder: a mix of organic oils, resin and lignin from Elephant grass.

The new bio-asphalt

During R&D, all components and the mixture itself were studied closely, looking at health and environmental aspects,

reusability, material properties, mixture properties and more. What emerged from all this research was Harsfalt, a groundbreaking asphalt mixture that makes a significant contribution to the development of bio-asphalt for Dutch roads. "Asfalt Kenniscentrum is proud of Mourik and the other shareholders who continue to develop sustainable asphalt mixtures – a wonderful example of how SMEs take responsibility," says spokesperson Ralph Venema of the asphalt expertise center.

"The use of Harsfalt will make a significant contribution towards realizing our industry's ambition of working climate neutrally on Dutch roads by 2030"



Water management

Managing water flows and keeping our residential areas dry is part and parcel of who Mourik is. From when we helped the Netherlands rebuild after the flood disaster of 1953 right up to this day, we have been committed to keeping Dutch feet dry. We continue to innovate and develop so that we can help create a water-safe future.



Water management under pressure

Climate change is causing rising sea levels and increasingly extreme weather conditions, a combination that puts a lot of pressure on water management. The Netherlands is facing a major challenge in terms of dyke improvements and maintenance of locks, bridges and weirs. At the other end, we need to find ways to deal with longer periods of drought.

Water management authorities in urban areas are also faced with fluctuating volumes of water due to more extreme weather conditions. These trends mean that we need to find innovative solutions for water collection, drainage and management.

Innovative solutions

We combine our decades of experience in

managing water flows with innovative technological developments. Data and digitization play a major role in this, enabling us to monitor our dykes, bridges and locks remotely and continuously.

What we do

- ▶ We reinforce dykes and make them more sustainable
 - Sterke Lekdijk
 - Heel en Beesel
 - Kinderdijk
- ▶ We build and maintain sustainable bridges, tunnels and viaducts
 - Kil Tunnel
- ▶ We make smart use of water in industry
 - Efficient cleaning to reduce water consumption
 - Reuse of water

DIGITAL ASSET MANAGEMENT FOR SAFE HIGHWAYS

Mourik maintains and manages part of the roads and highways in the Netherlands. We also constantly monitor the technical condition of our roads, highways, tunnels, bridges and dykes – asset management in other words. What is the condition of the asphalt? Is the highway lighting still working? Are the roadside green strips strong enough? We are increasing carrying out our inspections on a continuous basis using digital means.



Digital monitoring

We use digital technologies to enable us to always keep an eye on roads, tunnels, bridges and dykes. We do this in real time, that's to say we continuously collect, analyze and share the data with all parties involved.

"We use a digital platform to collect all the data, which we then immediately analyze using a dashboard. This way we are always on top of the current situation," says Naures Al-Rufaye, GIS manager at Mourik and one

of our experts in the field of digital infrastructure asset management.

Also for clients and contractors

This digital approach is not only valuable for Mourik, but also for our clients. All dashboards can be shared quickly and easily: clients and contractors can effortlessly connect to the platform and view all the data whenever they want. This allows everyone to act quickly when needed.



"We are increasingly developing as a data-driven family business. In fact, in our discipline we are slowly but surely emerging as a front runner when it comes to digitalization"

Emission-free reinforcement of the dyke along the Lek river

Mourik is a specialist in water control measures. In the Salmsteke sub-project, for example, we are reinforcing the dyke along the Lek river near Lopik. This sub-project is part of the Sterke Lekdijk project – a large-scale project with high sustainability ambitions. To do our part, we are deploying all kinds of innovations at Mourik, like using local soil, emission-free heavy equipment and a sustainable construction trailer, for example.

1,300 kilometers of dykes

The Sterke Lekdijk dyke improvement project is part of the Dutch Flood Risk Management Program. More than 1,300 kilometers of dykes and 500 locks and pumping stations will be reinforced. Commissioned by De Stichtse Rijnlanden Water Board, we are working together in an “innovation partnership” with Van Oord and the Lek Ensemble consortium (Heijmans Infra, GMB Civiel and de Vries & Van de Wiel). Els Otterman, elected

member of the regional water board Stichtse Rijnlanden, says, “With this dyke improvement, we wanted to take a more integrated approach right from the start, this way taking into account all the interests involved while also making the implementing parties jointly responsible for the solutions and results. This has made them true innovation partners, and I am proud of that. What’s more, the project has a tight schedule, and everyone has done their utmost to keep

“The dyke reinforcement activities are taking place close to nature areas and so you want to keep emissions to a minimum”

Kees Scheer, Mourik Water Risk Management Project Leader



“The most important thing right now is to reduce nitrogen emissions. Our new excavator that runs fully on hydrogen only emits water”

up the pace. Our partners really deserve praise for this.”

Reducing nitrogen emissions

In December 2022 we started at Salmsteke, one of the six sub-projects. We are using a hydrogen-powered tractor, an electric excavator and, for the first time in the Netherlands, a hydrogen-powered excavator, a groundbreaking innovation developed in house at Mourik. The new crawler excavator was converted in our own workshop – out with the fuel engine and in with a fuel

cell. In addition, we use local soil, meaning less transport movements. We also use our sustainable construction trailer with solar panels; the excess energy generated is stored in a battery pack that is used on site during the day.

Innovative and emission free

With these kinds of innovations we can make the sustainability ambitions a reality, starting with 40% emission-free works on the first sub-project and building up to completely emission-free works by the sixth and final sub-project.

BLUEALP'S PATENTED PLASTIC-TO-OIL TECHNOLOGY

Plastic waste has a major adverse impact on nature. Furthermore, around the globe there is the ambition to use ever less virgin fossil oil, and it is clear that plastic-to-oil technologies are a warmly welcomed development. Mourik started down this road many years ago already, and today the resulting patented BlueAlp process is ready to be rolled out on an industrial scale.



Convert plastic waste into high-quality feedstock

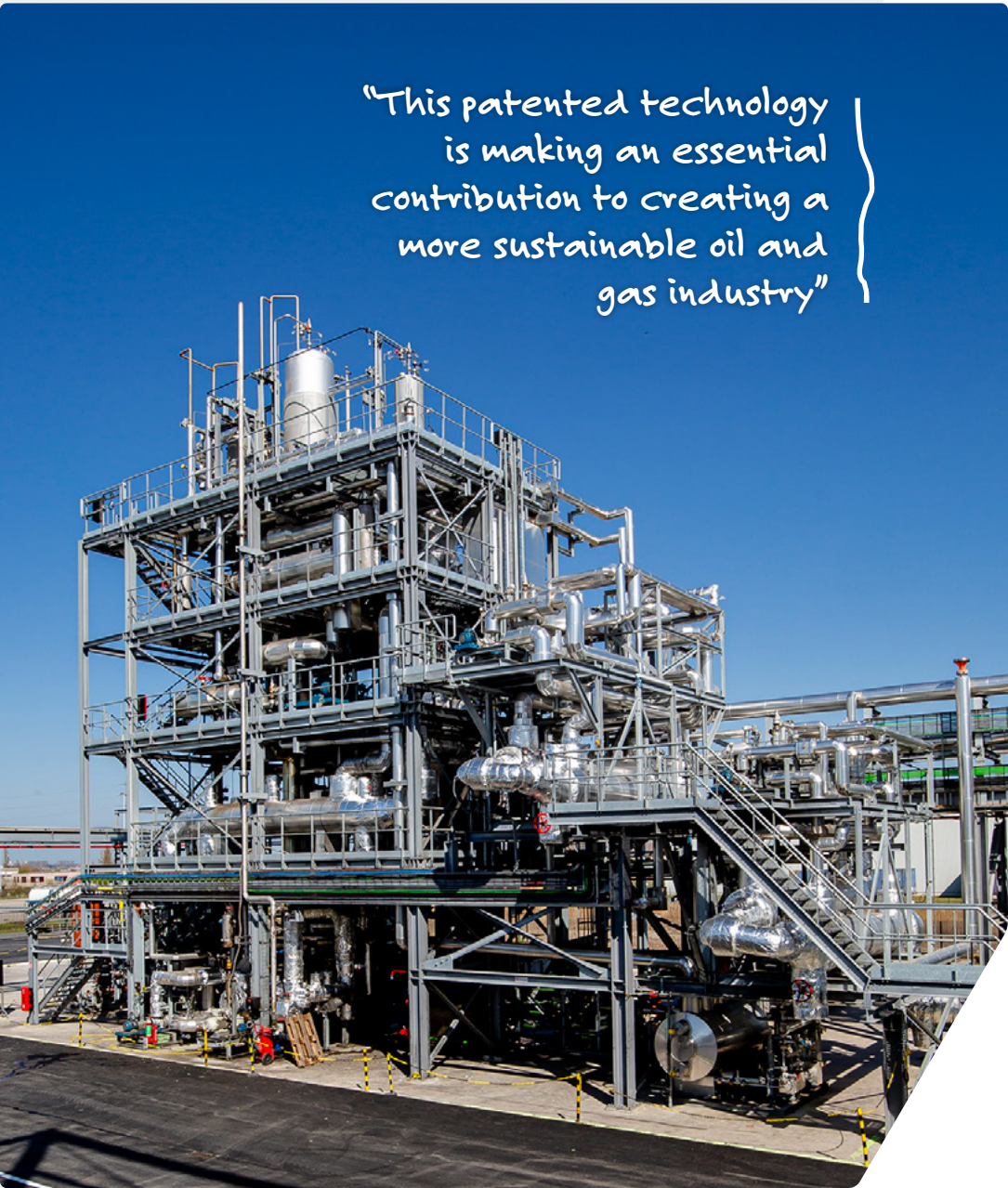
Enormous volumes of plastic waste still end up in incinerators and, in countries outside the Netherlands, in landfills too. The BlueAlp process converts this plastic waste into pyrolysis oil, which is then used to make circular chemicals and plastics.

With the patented BlueAlp technology, this process can be carried out on an industrial scale, giving this plastic waste a second life and saving valuable traditional fossil fuels.

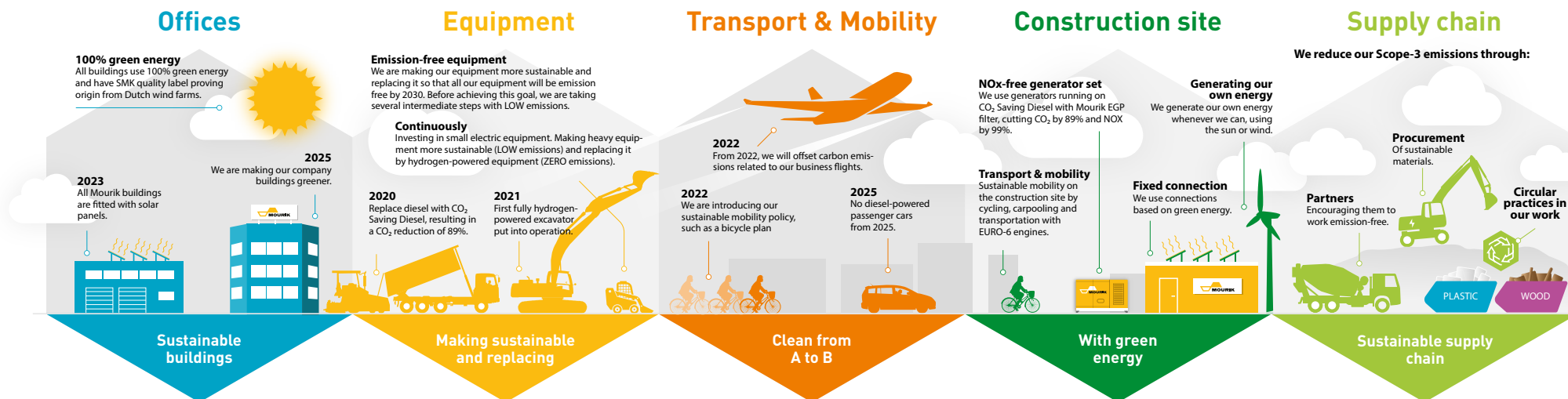
Patented technology

Mourik started working on this concept many years ago and, after more than ten years of development and investment, it has now truly succeeded – a fine example of ongoing innovation, as well as of the patience that is sometimes needed for a success like this.

The technology has now been patented, and since 2021 we have been working together with other investors, with Mourik now holding a 20% stake in BlueAlp.



"This patented technology is making an essential contribution to creating a more sustainable oil and gas industry"



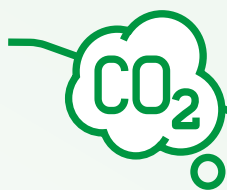
In 2035 Mourik is climate neutral

It's 2035 and we are working without generating any carbon emissions. This concerns the emissions arising from Scopes 1 and 2, i.e. direct emissions and indirect emissions from purchased energy for our own activities. In 2022 we took several steps to further reduce our emissions.

CO₂ REDUCTION (metric tons of CO₂e)

Total emissions in 2021

21,062



Total emissions in 2022

20,213

Offices

- Phase 4 of our solar energy installations – fitting our premises in Nieuwdorp with solar panels – was completed in 2022.
- In 2022, we started a project group to make all Mourik buildings more sustainable, with the ambition of having all buildings be energy positive by 2025.

Equipment

- Second hydrogen-powered excavator
- Electric tipper truck
- Several electric utility vans and pickups

Transport & Mobility

- Bicycle scheme introduced for Dutch employees

Construction site

- Sustainable value and supply chain approach
- Zero-emission energy supply

Supply chain

- Continued development in sustainable asphalt mixtures with lower CO₂ emissions
- Value and supply chain networks with subcontractors and sector peers to reduce emissions

CO₂ Performance Ladder certification

Both Mourik Industry and Mourik Belgium have reached level 3 on the CO₂ Performance Ladder, while Mourik Infra has kept its level 5 certificate.

ON OUR WAY TO A ZERO-EMISSION CONSTRUCTION SITE

Caring for each other, the local community and the local environment is something that just comes naturally to us at Mourik. We do this in various ways, and our people at the construction site are happy to do their bit too. Take Martin Uittenbogaard, machinist at Mourik, and Nils Stuij, Civil Engineering specialist at Mourik, for example. These two explain their initiatives and “The New Way of Operating”.



Fast and environmentally friendly: the electric Gator
Every day, Martin and Nils carpool to the construction site of the new-build residential development Parkresidentie Dronten. “Not only for the good company, but also good for the environment,” says Nils Stuij. Once on site, they like to move around in the electric Gator. “A Gator is an electric multi-purpose vehicle that we use to move ourselves and materials around the job site. That is a lot better for the environment than driving a fossil-fuel-powered off-road vehicle. And it’s faster than walking, which is nice too,” says Martin Uittenbogaard.

The New Way of Operating
All our operators follow a course in The New Way of Operating. This means operating your equipment as efficiently as possible, keeping idling to a minimum, starting machines only when they are actually in use, cracking the

window open instead of switching on the AC, and turning off battery-guzzling GPS systems when not in use. These may seem like little things, but they have a big effect.

The New Way of Operating (*Het Nieuwe Draaien* in Dutch) is an initiative that emerged from the Dutch Green Deal, an agreement between the national government and 28 parties to work together to reduce emissions of CO₂, NO_x and particulate matter.

“The New Way of Operating is just common sense if you ask me. We learn to work efficiently while consuming as little fuel as possible.”



Mourik is circular in 2035

Our current economic system and the way in which we produce and consume results in the depletion of raw materials and brings about climate change. Mourik is making a tangible contribution to reversing this negative trend so that we can pass on an even better company to the next generation. We believe that this can only be achieved by applying circular principles to how we work.

Applying circular principles

For us, applying circular principles in our work means that raw materials, energy, water and materials must not be lost and that they must retain their value. We have

various sub-programs to make our business operations circular, with each sub-program being an essential link in the chain we need to ultimately close the loop and truly work “circularly”.

Sustainable procurement in 2022

In 2022, all our buyers were trained in sustainable and circular procurement practices. We also reduced waste flows, for example by using reusable spray overalls.

OUR SUB-PROGRAMS



Circular design

We think in terms of circularity in the design phase already. In other words, we consider future use/reuse, choice of materials, service lifespan and “repurposability”.



Circular procurement

At the procurement stage, we encourage our value and supply chain partners, like suppliers and subcontractors, to work sustainably and to develop and supply sustainable, circular products and services.



Waste management

We reduce our consumption and we collect, process and reuse excess equipment, products and materials and send these out for recycling and reuse.



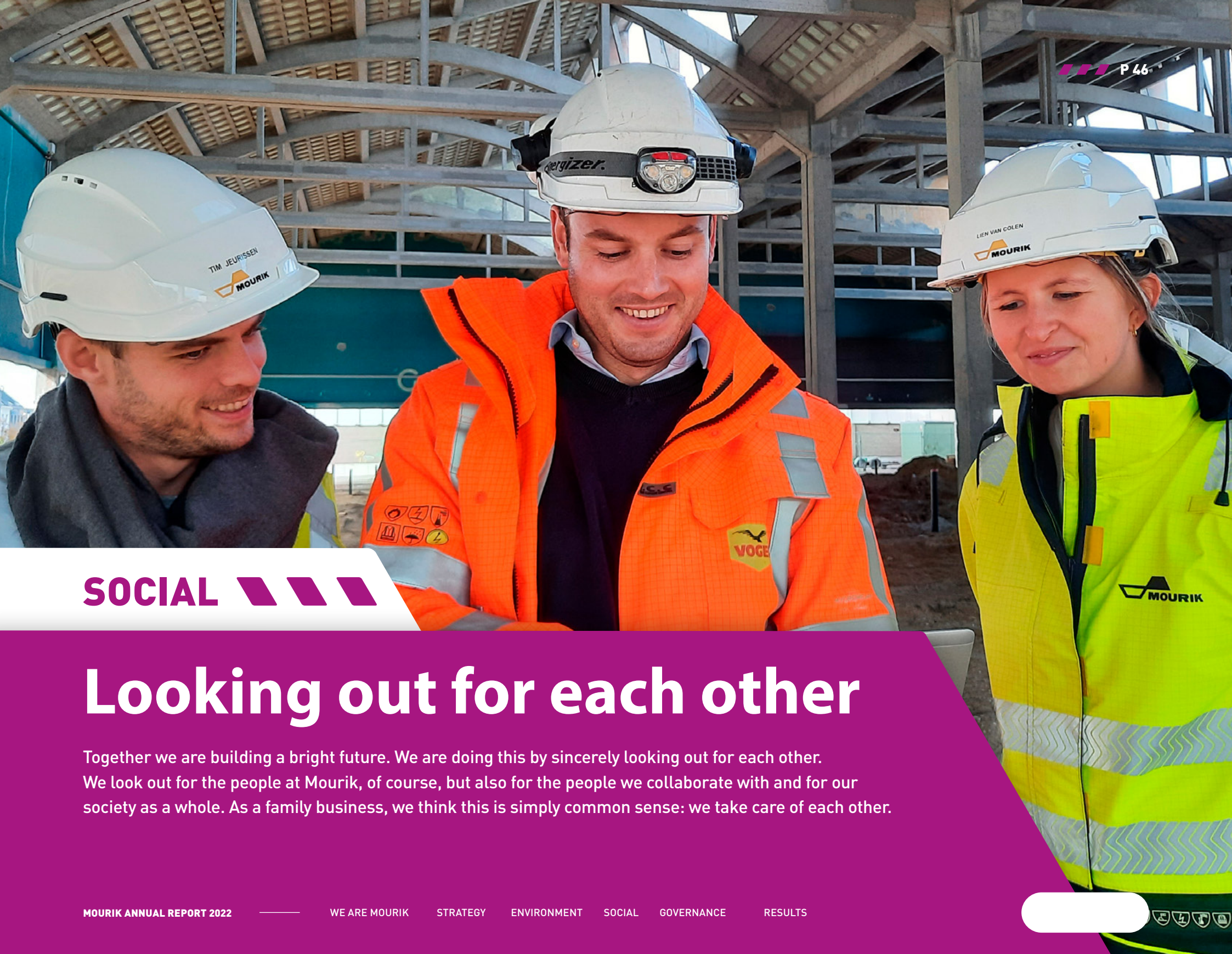
High-quality reuse of materials

We upcycle materials to a high standard by applying the following four strategies: use materials longer; use nature; use materials more efficiently; and reuse materials.



Data

Data is indispensable to taking a circular approach in our work. A materials passport will eventually make high-quality repurposing possible, and we make the impact transparent with the Environmental Cost Indicator.



SOCIAL

Looking out for each other

Together we are building a bright future. We are doing this by sincerely looking out for each other. We look out for the people at Mourik, of course, but also for the people we collaborate with and for our society as a whole. As a family business, we think this is simply common sense: we take care of each other.



Milestones we are proud of!

► We invest heavily in training & development

In 2022, we invested more than one million euros in the development of our people through the Mourik Academy, including through an intensive leadership program for more than 240 employees, a talent development program for middle management, a live location of the Mourik Academy for all kinds of professional certificates, a data management program with VU Amsterdam, an online learning environment and more.

► Our aim is to be a company with diversity

We have made a start with our diversity policy. Half of our Supervisory Board members are women, we have Young Mourik and we have made a start on organizing a women's network.

► We ensure sustainable employability

We do this through fit-for-work workshops, targeted interventions for employees on long-term sick leave, and a bicycle scheme for employees in the Netherlands and Belgium.

► We solve it together

Hundreds of Mourik employees received a one-off payment to compensate for rising energy costs.

► We do it safely

We organized a groundbreaking Safety Day focusing on the topic of Social Safety. We also set up a database with information about hazardous substances.

► We are involved in society

For example, we make an active contribution to the Energiek Dordt initiative, do volunteer work during the Gamechanger sustainability week, and sponsor the Roparun event.

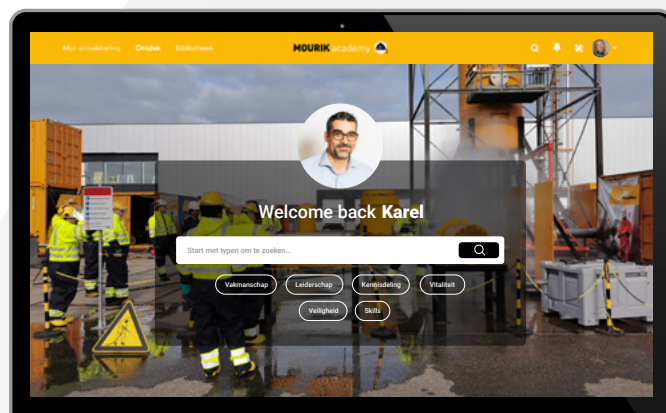
People make Mourik. And people are our number 1 priority. That was true when our family business started in 1933, and it still holds true today. This can be seen, too, in our unique core values: enterprising, honest, innovative, engaged and persistent.

Every day this is made abundantly clear in how we interact with people. We are genuinely involved with each other. Based on our core values, we find solutions to the most difficult situations, also for each other and with each other. We are innovative as an employer and we engender creativity in our people.

Inspiring employer

This conviction is reflected in our strategy: Route '25. One of our main aims is to be an inspiring employer, which is also clearly reflected in our new sustainability vision. The objective here is clear: we continuously ensure that everyone can work safely, healthily and with pleasure.

And our attention goes further than the 2,000 employees working for Mourik: the people we partner with must be able to work safely too. We also think it's important to pay attention to the community in which we live, which is why we are actively involved with volunteering and sponsoring, for example.



Talent of the future

Mourik is a hothouse for growing talent. Whether it's gaining practical skills on the shop floor, innovative technical expertise or leadership skills, all our people get the chance to develop with us. We invest heavily in this – over a million euros in 2022 alone. This is how we continue to grow together and keep up with the changing markets.



Ongoing talent development

We are committed to the ongoing development of our talent. We assure this through various forms of learning, geared to the different groups within our company, like technical professionals and senior management, as well as young people and middle management. For example, there is a specific management development program for young talent, a talent development program for middle management, and a special leadership program for directors and a large group of managers and team leaders.

Expanding the Mourik Academy

In 2022, we expanded the Mourik Academy further, bringing a number of training courses and learning programs under the academy. This also includes an online platform with eLearning tools used in training courses such as the leadership program, but also as a learning pathway for people who have been on sick leave for an extended period. This gives people who are temporarily unable to come to the workplace opportunities to develop beyond their own trade or profession.

Launch of Mourik's vocational school

Technical know-how is scarce. To do something about this, we partnered with educational facilities and municipal authorities to launch the Mourik vocational school (Mourik Vakschool), where enthusiastic young people can learn from experienced staff. Our goal? We want to bring back trade professionalism and craftsmanship.

Technically challenging projects

Naturally, the acquisition and further

development of professional competencies also takes place in practice. At Mourik, we breathe innovation. Every day our employees work on technically challenging projects, such as at the Kil Tunnel project, at locks and at petrochemical plants. To develop the needed skills for this, we offer additional specific training programs in each division. Where necessary, we use coaching for all kinds of disciplines.

INTENSIVE LEADERSHIP PROGRAM

In 2022 we launched a broad leadership program aimed at making Mourik even better together. Directors and a large group of managers and team leaders – a total of about 240 people – are following this program. Under the guidance of consultancy firm TwynstraGudde, the focus is on personal development and staff are challenged to grow as leaders.



Topic of conversation

“Leadership is comparable to being a captain on a ship. On that ship are all the staff sailing along with you. You want to make sure their journey is a pleasant one, and perhaps even let them help determine the direction we are going,” says Erwin van den Broek, Mourik Industry Regional Director for the South Netherlands region.

“It’s really something special to see, how Mourik has tackled the topic of leadership in recent years. Where this used to be ‘outside the comfort zone’ it is now just a regular topic of conversation,” says Britta Gielen of TwynstraGudde.

Learning from each other

The intensive program not only ensures personal development: participants also

learn how to connect and collaborate better. “It is great to see the level of engagement of managers at all levels in the leadership sessions,” says Britta.

“It’s not just about learning on your own. It’s also interesting to see how your peers are handling something. Together we make up Mourik after all.”

Erwin van den Broek



Diversity & inclusiveness

Everyone should be able to feel at home at Mourik. This is already the case for our people, but we want this to also apply to people not (yet) working for Mourik. Looking at our industry as a whole, there are still major strides we can make together.

Diversity policy

It's from this mindset that we made a start with our diversity policy in 2022, bringing in external expertise so that we can form a solid vision on diversity. For example, we held workshops attended jointly by members of the Board of Management, members of the divisional boards and HR representatives.

In 2023 we will continue to work on the

vision, in the course of which we will also involve the Works Councils. We will then develop the vision within the divisions into concrete targets and the steps needed to reach these.

In addition, Young Mourik has become well known in the company, and a start has been made on a women's network where Mourik employees and management meet and share experiences.

Parental leave

For employees who want to spend more time at home with their newborn, they now can do just that. Since August 2022 parents with a new baby at home have been given the opportunity to take paid parental leave, which is exactly what around 25 to 30 Mourik employees have already done.



Equal opportunities

Our sector has historically been a male-dominated one. We want to change that. We want to offer everyone equal opportunities. Good representation at the top of the company is an important step in this respect. Half of our Supervisory Board members are

women (two female, two male). And the number of female trainees also increased by 60% compared to 2021. We think that's a great development.

The total percentage of women increased by 7.5% compared to 2021 (34 versus 14).

Sustainable employability

Going to work full of energy and enthusiasm, it's what we all want. Each stage of life requires its own approach to work. We embrace everyone and ensure that our people are empowered at every age. We do this attentively and through concrete actions.

Fit for work

Teams throughout the company are trained in recognizing and acknowledging the symptoms of burnout at an early stage. The basis for this is listening without judgment and discussing difficult topics together. In addition, everyone can participate in workshops, such as a boot camp or a workshop on dealing with stress at work. We also introduced our bicycle scheme; not only does cycling keep employees fit, it helps cut carbon emissions too.

Hybrid working

In 2022 we gained more experience in hybrid working. For some activities it's obvious: you simply cannot work on the dyke from home. But for other activities we now consciously weigh up what is smart and the best times to travel.

Tool box with interventions

When an employee is unfortunately forced to take extended sick leave, we handle the situation with great care, as one would only expect from a family business. We have a

complete toolbox with dozens of interventions we can use, and we select the right approach for each situation.

We really look out for each other

It can happen that people come up against unexpected circumstances, and then we go quite far to help. Like in December 2022 when we gave hundreds of employees a one-off payment to offset the rising energy costs. To ensure that the amount reached those employees who needed it most, we applied a maximum salary limit to this facility.

Another great initiative is Stichting Ondersteuning Mourik-Medewerkers (foundation to support Mourik staff). Employees can become a member on a voluntary basis. A contribution is then made from this Mourik fund for costs not covered by the health insurer.





WE ARE ALSO INCREASINGLY SUSTAINABLE AT HOME

Sustainability is not only an important topic on the job: it is also increasingly a topic of conversation at home, where steps are also being taken. At Mourik we contribute to this discussion, through our sustainability week, for example, and by offering a visit from a home energy coach.



Mourik sustainability week

During the Mourik Gamechanger sustainability week, living more sustainably was in the spotlight. From online workshops on saving energy to a week of vegetarian food and competitions for cycling to work, it was all covered during the 2022 sustainability week.

Participants could also win a visit from a home energy coach who would provide advice on the spot on how to cut their energy consumption.

Interesting advice from the home energy coach

Ariën van den Engh, work planner at Vogel and one of the winners, says, "I have a technical background and already knew a lot, but this was still an eye-opener. A home energy coach is much more aware of the latest developments for the home."

The home energy coach looks at the type of house, the make-up of the household, and the insulation measures already taken. Ariën also received additional tips through this approach. "We already have solar panels and a smart thermostat, but we can do even more with floor insulation and ventilation."

"With the current energy prices, I found the advice very interesting. Learning what could be done even better was a wake-up call for me."

Safety

Working safely is a strict condition in everything we do. And this goes beyond rigorously following the safety rules. We are fully committed to a culture in which we jointly identify and manage the risks. Our goal: everyone gets home safely at the end of the day.



Anchored in our strategy

Safety is one of the key elements of our Route '25 strategy. In this strategy we clearly state our objectives regarding safety: no lost time injuries and no work-related illness. Working safely is also one of the priorities in our sustainability vision.

To ensure this, it is important that we further develop an open, resilient safety culture. Our procedures have been best in class for years. Sharing our safe way of working starts right from when we onboard a new hire and continues every single day after: everyone knows what is expected and how we do it at Mourik.

Up to step 4 on the Safety Culture Ladder

Our goal is to get to the next step of the Safety Culture Ladder: step 4. And that's a big step up too.

At step 3, all procedures are clearly described and communicated to all employees. We're very good in that area: we are proud that our people are very safety conscious and aware and that we all comply with the safety agreements and procedures.

But rising up to step 4 demands a lot more. We are focusing even more on the entire value and supply chain and will also be involving our stakeholders, such as clients, subcontractors and industry associations, in our safety culture. We are a learning organization where everyone feels they can talk openly about matters of safety. To reach our objective, in 2022 we carried out an internal audit to determine which steps are required at each division to make this step upward.



Register, analyze and learn

Any accident is one too many. As a learning organization we always want to do better – especially when it comes to safety. Which is why we register every single incident. We then analyze these incidents thoroughly so that we can learn from them together and take measures where necessary.

Incidents

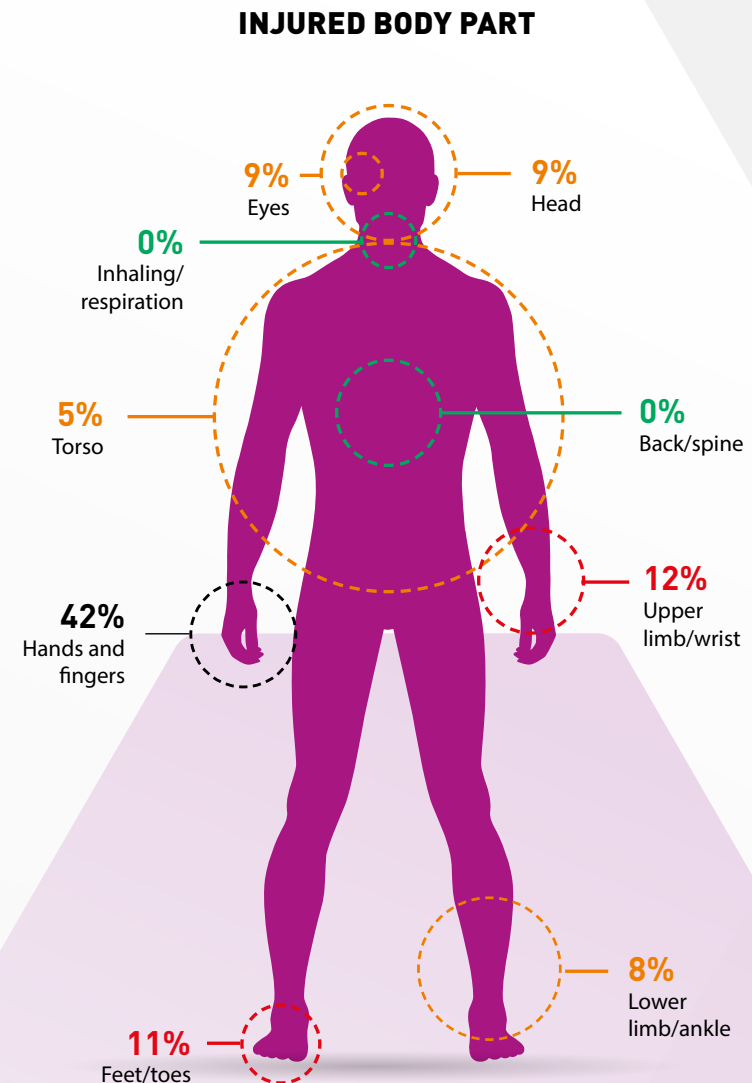
Despite our focus on safety in everything we do, a number of accidents occurred in 2022. To reduce the risk of future dangerous situations, we have registered and analyzed every incident. This is really important, so that we can learn from it and this way reduce the risk of future incidents. In our registration system, we include all full-time and part-time employees and agency staff who carry out their work under our supervision.

In 2022, we reported three accidents to the Netherlands Labor Authority. On investigation, two of these cases were dismissed; Mourik (the company) received a fine for the third. All three employees

have fully recovered and have suffered no permanent ill effects from the accidents.

Measures

We take every accident very seriously. In 2022 we held a number of “safety stand stills” where, throughout an entire division, everyone stops work to discuss the incident and prevent similar from occurring. Based on our analysis, and where necessary the advice of the Labor Authority, we assess whether we need to take additional measures.



On the topic of safety

We do it safely or not at all. We discuss safety together a lot to keep everyone thinking about this basic condition at all times. It is discussed in toolbox meetings, in talks with the client and in consultations of every kind. We also work with a clear annual calendar featuring a new central topic every three months.

Fixed structure

A central safety theme is used across all divisions and always has the same structure. The theme kicks off with a mandatory toolbox meeting. The information is then repeated in YouTube videos and on posters in various locations. We also hold an annual Safety Day addressing

one of the central themes; in 2022 that was Social Safety.

Appreciating what's going well

At Mourik, we feel it's important to show appreciation for actions and measures that increase safety too. Our "Sisser" report system is an example of this.

"Sisser" comes from the Dutch phrase for "fizzle out": this is how our people report dangerous situations that, rather than ending with a bang, fizzled out.

We can learn from these near misses and avoid similar situations in the future.

With roughly 3,000 reports each year, this approach has been a success ever since its launch in 2008. Every year, Kees Jan Mourik chooses the "Sisser of the Year" and presents 1,000 euros to the person who made the report.

CENTRAL THEMES FOR 2022:



Learning from incidents



Sustainability



Dealing with hazardous substances



Social safety

CROSS THE LINE: FOCUS ON SOCIAL SAFETY

It is not only important to us that the work is carried out safely in an operational sense: we also want to provide our people with a socially safe working environment.

Social Safety was one of the central themes and focus of our annual Safety Day in 2022. In an open atmosphere, participants were impressively open about their experiences.



Cross the Line

The Safety Day opened with an explanation of the theoretical framework. Then, with participants standing on one side of a line, they would be asked to “cross the line if you have experienced stress” (or “encountered verbal abuse”, “been confronted with inappropriate behavior” and so on).

Piet Loeve, Chair of the Works Council of Mourik Industry, is enthusiastic about the approach: “I think it’s great that Mourik is doing this. Attention to social safety is important and it has revealed a lot more than many people previously thought was there.”

Unique in our field

The open approach is highly appreciated, not only by employees but by our clients too. Clients and subcontractors were also invited to the on-site sessions. Piet says, “Clients were impressed by these sessions; it is not yet common practice in our field to be so open about this”.

The shared openness yields a lot too. It opens the topic to discussion and people now have a better idea of how they can support someone.



“People want to work for a company where everyone is valued and treated with respect.”

Firmly rooted in society

We look out for the people we work with, and we care for society as a whole. As a company, we are part of our society and we feel a responsibility to build a bright future together. We invest in our community – with time, innovative ideas, education and training and sponsorship.



Making a start together

We don't do that alone. We work together with partners – from the business community, our industry and educational institutions. Only in this way can we make the progress needed to grow as a society.

For example, we are working with municipal authorities and neighborhood coaches on the Mourik vocational school, and with the Energiek Dordt network on organizing a climate-neutral football (soccer) match.

Gathering various views and voices from society is essential to doing the right things. We regularly engage in dialogue with the people around us. We ask visionaries like Professor Jan Rotmans for their analysis of how we can work even more sustainably.

Roparun

We also think it's important to support

charities, which is why, for example, every year Mourik sponsors a Mourik team to take part in the Roparun. This sponsored relay race raises money to improve the quality of life of cancer patients, under the motto: "Adding life to days, when days often can't be added to life". A Mourik team also participated in 2022 and raised €22,000 for the Roparun Foundation.

Mourik Gamechanger sustainability week

During the Mourik sustainability week, we will take up the sustainability challenge together for a week with the aim of making

as big a sustainability impact as possible, at home, at work and in between. In total, more than 20 teams, spread across the Mourik companies, took part in every kind of activity, from workshops on increasing work pleasure to home visits where home energy coaches discussed energy savings with employees. Teams also got to work on their own too: planting trees, helping out on a care farm, eating vegetarian meals for a week. The winning team will take the entire project team to the first climate-neutral football match in the Netherlands.

GAMECHANGER 2022:

166
employees



170
trees
planted





ENERGIEK DORDT: CLIMATE-NEUTRAL FOOTBALL

Mourik is a proud partner of Energiek Dordt, a new network in Dordrecht (informally called “Dordt”) that is making a positive contribution to sustainable energy, both in terms of the energy transition and health and fitness, through the city’s football (soccer) club FC Dordrecht. Energiek Dordt is working together with businesses, government bodies, educational institutions and social organizations.

One of the initiatives is a climate-neutral football match.

“The first climate-neutral football match in Dutch professional football is creating ideas and initiatives in the field of sustainability that are good for the club, the city and the region.”



Football match with no negative climate effects

The objective behind the climate-neutral football match is to prevent negative effects on the climate – before, during and after the game. We started with that in 2022. “You would be amazed at what is involved in organizing a climate-neutral match like this and what creative solutions can be devised when you work together,” says Innovation Manager Leon Vlemmings of FC Dordrecht.

Like replacing the equipment manager’s tractor (traditionally diesel) with an electric vehicle. Engineering students from Dordrecht Academy are also working hard

on a green solution for the gas heaters in the stands, and the emergency diesel generator is being replaced by a hydrogen generator.

Seeking collaboration

Professional football is the engine of connection and collaboration. And it is a powerful one too! Within two weeks of the launch of the first climate-neutral match in Dutch professional football, the tickets were already sold out. Mourik is one of the main sponsors, together with Maat E-mobility. We will of course be there on May 19, 2023, together with clients and employees.



GOVERNANCE

Corporate social responsibility

Good company management and supervision of this – that's what governance is all about. And because of the importance we place on governance, we ensure it's sound, with transparent accountability to all stakeholders, a Code of Conduct and a well-thought-out compliance process. This way everyone knows: we can rely on Mourik.



Milestones we are proud of!

► We believe good governance is essential

In 2022, with one member stepping down and two more being added, the Supervisory Board was expanded from three to four seats.

► We keep a close eye on conduct

In 2022, we critically reviewed and supplemented our Code of Conduct. Furthermore, anyone can now easily submit a complaint through the website.

► We act in advance of pending laws and regulations

We are already meticulously preparing for the upcoming Corporate Sustainability Reporting Directive (CSRD). We also keep a close eye on changes in environmental legislation and legislation concerning driving times.

► We are aware of our risks

That awareness increased even further in 2022: we are discussing this internally and with our clients.

► We address cybersecurity together

We work together with other parties in the supply chain and with industry association Bouwend Nederland, as well as with partners in the Port of Rotterdam.

Always do what has been agreed between us: that's what we at Mourik stand for.

Every employee, client and stakeholder can trust that we comply with laws and regulations, and we also demand that of our suppliers and partners.

Because this all hinges on good governance, we have arranged this well, with capable, experienced board members, directors and managers who know their profession through and through. Addition-

ally, the board is supervised from different angles by parties with various expertises.

Ongoing process

The process of compliance is important too. That starts with keeping abreast of changes in the company, processes and laws and regulations.

We then thoroughly analyze these changes and assess the impact. Once we have brought all the relevant information to light, we decide whether any action needs to be taken.



Report from the Supervisory Board

Good governance requires thorough supervision and clear accountability for the policy pursued. Accounting for (that's to say reporting on) the policy pursued covers elements like the company's strategy and achievement of company objectives, the company culture, and the way in which accounting and transparency are provided.

Preliminary advice on the 2022 annual accounts

The Supervisory Board has reviewed the Report of the Board of Management for the 2022 financial year. Deloitte Accountants B.V. audited and approved Mourik's 2022 financial statements and issued an unqualified auditor's report on April 3, 2023. A summarized version of the financial statements with the auditor's report can be found on page 93 of this annual report.

During the year, we discussed the design and implementation of the audit with the auditor as well as the findings and suggestions made to improve the company's internal control.

We advise the General Meeting of Shareholders to adopt the 2022 annual accounts and to add the profit to the reserves.

Role and powers of the Supervisory Board

The Supervisory Board is tasked with monitoring the policy set by the Board of Management and the general state of affairs of the company. In addition, the Supervisory Board advises the Board of Management. In fulfilling our task, we focus in particular on the effectiveness of the company's internal risk management and control systems and the integrity and quality of the financial reporting.

All aspects of the business are discussed, including – in addition to strategy and financial matters – marketing, leadership and HR, sustainability and innovation. We also take into account the CSR aspects of running a company that are relevant to Mourik. Mourik's articles of association and the Supervisory Board Regulations contain



rules on how meetings are to be held and the manner of decision-making.

Self-evaluation

The Supervisory Board evaluates its own performance annually and this is discussed

with the Trust Office. Arrangements are in place for a periodic evaluation with an external expert; however, given the recent changes to and expansion of the Supervisory Board, this will only take place in 2024.

Developments in 2022

The implementation of the Route '25 strategy continued to take shape over the course of 2022 and it is clear to the Supervisory Board that the strategy is widely supported in the company. Complex components of the strategy, like the development of the innovation strategy and the focus on acquisitions, require more time to efficiently achieve the desired objectives. The company has taken positive steps towards accelerating progress in 2023.

Route '25 Strategy

At virtually all meetings of the Supervisory Board, individual elements of the strategy are discussed, often with explanations from those responsible for the relevant element.

Major elements we discussed in 2022 included the leadership program and the improvement in internal communication that should result from this, the route to being the inspiring employer Mourik strives to be, paving the way to becoming a

sustainable and digital leader, and the processes surrounding innovation.

At the start of the year, we evaluated the divisions' annual plans and their consistency with the objectives of Route '25 and

alignment with the objectives of the Board of Management. During the year, we assessed the progress of these annual plans and, naturally, supervised the extent to which the desired financial objectives were being achieved.

Financing and dividend policy

Mourik is a high-quality technical contractor that is prepared to take acceptable technical risks. The company accordingly has a strong balance sheet and the shareholders have deliberately chosen to attract virtually no external financing; the company is able to finance new activities entirely on its own.

Significant funds were released from the sale of business units in 2021.

Consultations were held with the shareholders and the Trust Office about the desired balance sheet ratios from a commercial, risk and return perspective. Based on these considerations, the shareholders decided to distribute a dividend of EUR 40 million in 2022.





Composition of the Supervisory Board

The Supervisory Board is working with purpose towards determining its own composition. For example, in response to the resignation of C.M. Kloet with effect from January 1, 2022, the composition of the Supervisory Board was reviewed and two new members were appointed.

Major considerations in the composition

Considerations in this regard are diversity in background, knowledge and specific focus areas. Given the increasing importance of the Belgian operations in the group, this was also taken into account. With the help of a recruitment and selection agency, two new Supervisory Board members were presented to and appointed by the Trust Office.

At the end of 2022, the Supervisory Board comprised the following members:

- J. Dalhuisen, Chair, appointed on December 1, 2020

- A. L. Broekmeijer, appointed on July 1, 2020
- R. de Lange, appointed on November 1, 2022
- J. Goossens, appointed on November 1, 2022

In the course of 2022, the Supervisory Board met seven times with the Board of Management and there were four meetings with the shareholders/Trust Office. All members of the Supervisory Board were present during these meetings.

Other positions

In addition to their role on the Mourik Super-

visory Board, the members of the board hold other positions, as specified below.

A.L. Broekmeijer

Principal position: owner of Essentieel Ondernemen (life coach for business people, team coach for board members and management), organizational advice and leadership.

Other positions:

- member of the Supervisory Board for Erfgoed Zeeland
- member of the council of members for Rabobank Southwest Brabant (cooperative fund and Financial Healthy Living working group)

J. Dalhuisen

Mr. Dalhuisen has held various national and international management positions at Deloitte and as an internal auditor at large Dutch companies. He is currently also chair of the board of Stichting De Rode Olifant (de Brauw

Blackstone) and a member of the Supervisory Board of Hittech Group B.V.

R. de Lange

Principal position: Managing Director of DLC Strategy

Other positions:

- member of the Supervisory Board of Aspen Oss
- member of the Advisory Board of Euro Support
- member of the Advisory Board of Go-Tan
- member of the Advisory Board of Axini

J. Goossens

Principal position: CEO of Aquafin N.V.

Other positions:

- Advisory Board of ING Belgium
- member of the executive board of the Antwerpen-Waasland Chamber of Commerce
- member of the executive board of the NPO SODAplus

NEW FACES ON THE SUPERVISORY BOARD

Since November 2022 our Supervisory Board has two new faces: Rudina de Lange and Jan Goossens. With the appointment of these two members, the Supervisory Board has expanded from three to four members, which is in keeping with the development and expansion of Mourik's activities.



Innovation and strategy

Both Rudina and Jan have gained a great deal of knowledge in managerial and advisory positions in national and international business.

Rudina de Lange brings with her a wealth of experience from sectors and industries in which Mourik operates, as well as knowledge in the field of strategy implementation, organizational development, market development and transformation. "Mourik is a company with a long-term strategy with innovation, digitalization and sustainability as key topics. That appeals to me enormously. I look forward to applying my knowledge

and experience to help in the further growth and development of the company."

The Belgian perspective

Jan Goossens has held various senior management positions, including at chemical group BASF and tank cleaning, oil recycling & water treatment company Marpobel N.V. (now called "Mac2"). In recent years, he has been serving as CEO of Aquafin, a company tasked with the pre-financing, development and management of infrastructure for water treatment in the Flemish region of Belgium. He also sits on the Advisory Board of ING Belgium.

"With the arrival of Rudina and Jan we gain a lot of additional expert experience. That is very valuable for the fulfillment of our supervisory task"

- Jan Dalhuisen, Chair of the Supervisory Board

Boards

For a strategy of innovation and collaboration an effective executive board is indispensable. The Mourik Board of Management consists of two directors, each of whom is fully and independently authorized to make decisions on behalf of the company. Important decisions are made by consensus however.

Board of Management

The focus areas of the Board of Management are as follows:

- ▶ J.C. Mourik, CEO:
general affairs, safety, commerce and technology
- ▶ R. de Groot, CFO:
internal operations, finance & tax, risk office, investor relations, sustainability, IT, legal affairs, HRM, and marketing & communication.

The Board of Management is responsible for the policy pursued, which focuses on achieving the strategy and objectives of the Mourik companies, and the resulting profit trend. The Board of Management is furthermore responsible for ensuring compliance with all relevant laws and regulations, and for managing the risks involved in the company's operations. Mourik's articles of association and the Management Board Regulations contain rules on how meetings are to be held and the manner of decision-making.

Multi-talented

Our company exemplifies diversity, in our operations and in the markets we serve. We are also characterized by our decentralized structure, with divisions forming the core of our international group. The company also has a number of corporate services departments, with professional and targeted perspectives, to support the Board of Management in the implementation and execution of the strategic policies and Route '25.

Presently, both members of the Board of Management are male. If there are two candidates of equal merit for future vacancies, a female candidate will be given preference. In its search for appropriate candidates for senior positions, including Board of Management and Supervisory Board members, Mourik considers and welcomes both men and women. Personal details of Mourik's senior management and the members of the Board of Supervisors can be found on pages 66 to 68. A list of participations can be found on pages 94 and 95.



Personal details



Board of Management

Kees Jan Mourik

1966

Shareholder. Joined the Board of Management in 2008 and has held the post of Chair since January 2013.

Rimco de Groot

1974

Joined the Board of Management on January 1, 2016 as CFO.



Marianne Mourik

1968

Shareholder.

Personal details



Supervisory Board

Jan Dalhuisen

1955

Appointed Chair of the Supervisory Board on December 1, 2020.

Rudina de Lange

1970

Joined the Supervisory Board on November 1, 2022.

Annechien Broekmeijer

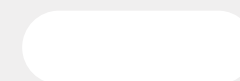
1974

Joined the Supervisory Board on July 1, 2020.

Jan Goossens

1968

Joined the Supervisory Board on November 1, 2022.



Personal details



Mourik Holding

Jan-Paul van den Bosch
1963
Managing Director



Mourik Belgium

Ronny Bertels
1968
Managing Director



Infra division

Walter Deelen
1965
Managing Director



Industry division

Raymonde Wagemaker
1964
Director, International



Industry division

Dennis Zijlmans
1981
Director, Netherlands

Governance

Mourik is not quoted on any stock exchange: all shares are in the hands of the Mourik family.

The shareholders are closely involved in governance matters. The premise is that Mourik remain a viable family business with a focus on sustainable profitability and corporate social responsibility.

Private company with limited liability

Mourik is a private company with limited liability incorporated under Dutch law. The responsibilities are divided between the Board of Management, which manages the company, the Supervisory Board, which supervises the Board of Management, trust office Stichting Administratiekantoor Joh. Mourik & Co. Holding 2010 (referred to in this report as the “Trust Office”), and the shareholders.

The members of the Board of Management and the Supervisory Board are appointed by the shareholders. The five-member executive board of the Trust Office, comprising Mourik family members and non-family members, is appointed by the members of the Trust Office foundation.

Dutch Corporate Governance Code

Although the company is not under a statutory duty to apply the Dutch Corporate Governance Code (the “Code”), the Board of Management and the Supervisory Board nevertheless apply the best practice principles of the Code wherever possible.

The principles embedded in the Code concerning integrity and transparency are an important guideline for Mourik. The aspects of the Code the company applies have been incorporated into the company's articles of organization, the Supervisory Board Regulations, and the family charter. The company has a “mitigated two-tier board structure”.

Remuneration committee

The shareholders set the remuneration policy for the Board of Management.

This policy is aimed at attracting qualified people, maintaining their loyalty, and motivating them to achieve Mourik's objectives. Experience in the fields in which Mourik is active in the Netherlands and abroad and excellent management qualities play a key role.

The remuneration structure promotes Mourik's interests in the medium and long-term and deters taking risks that do not advance the defined strategy. The bonus for the members of the Board

of Management and the directors is largely determined based on a person's commitment and achieved targets and is not directly linked to turnover or results. Non-financial indicators that are relevant for creating long-term value for Mourik are also taken into consideration when determining the amount and structure of the remuneration.

Mourik has a discretionary bonus policy for directors and members of the Board of Management with pay-out based on a balance of – not exclusively financial – parameters.

Dividend

The company has a dividend policy that has been agreed with the shareholders.



AN OPPORTUNITY FOR SUSTAINABILITY: THE CORPORATE SUSTAINABILITY REPORTING DIRECTIVE

To further embed sustainability in EU businesses and industry, the European Union has presented new legislation: the Corporate Sustainability Reporting Directive (CSRD). This new legislation will require tens of thousands of companies, including Mourik, to report on their social and environmental impact in various areas.



Sustainability performance increasingly important

Legislation is not everyone's favorite topic, but Auke Droogh, Financial Director at Mourik, sees the CSRD as a means to further embed sustainability in our family business. "The CSRD will ensure that sustainability is structured even better in the organization," Auke explains.

The CSRD states that undertakings must disclose their policy and targets relating to relevant environmental, social and governance factors – something Mourik has been doing for years in its Annual

Report. "Not only do we find it important ourselves that we report on our sustainability performance, our clients are also increasingly wanting to know about our sustainability performance, alongside our financial and operational performance," Auke continues.

Mourik has been reporting according to the sustainability reporting framework GRI (Global Reporting Initiative) since 2010. "The CSRD is a new commitment to something we have already been working on for a long time. We see it as an opportunity to take the next step."





Behavior and integrity

At Mourik, we regularly assess our compliance performance, asking ourselves: “Can we do better still?”. This also applies to our Code of Conduct. The process starts in one of our compliance departments, from where they send their advice on to the various management boards and Works Councils. With this approach, we decide together what Mourik deems to be desirable behavior at the company.

Enhanced Code of Conduct

We take a clear stance on inappropriate workplace behavior: we do simply not accept this. That is why we have expanded the “Mutual respect and fair treatment” section in our Code of Conduct. We also added a foreword by Kees Jan Mourik and

included our core values, to emphasize even more strongly how important we consider behavior at Mourik.

Furthermore, we included additional provisions on the acceptance of gifts above 100 euros and on sponsorship, and

we refer to our alcohol and drugs policy and our rules for the use of electronic means of communication.

We work on behavior together

Awareness is crucial in all aspects of integrity and the behavior that goes with

We are very clear about this

We accept no verbal, non-verbal or physical behavior of any kind that is intended to offend a person's dignity, especially when it creates a threatening, hostile, harassing, humiliating, or hurtful situation.

it, which is why we feel it's important to discuss matters with each other and to keep on discussing them.

With this in mind, a new complaints procedure has been added to the revised Code of Conduct. Complaints can now be reported through the website, making it even easier to raise issues.

Our compliance structure

At Mourik, we work in compliance with laws and regulations; that's never up for debate. That's what compliance is all about: ensuring that you comply with laws and regulations and reflect this in your processes and in your behavior. We have set up a solid compliance structure for this purpose.

Compliance structure

A good compliance structure is important to ensure that we comply with laws and regulations in all our activities and behavior at all times, every single day. This is reflected in our Code of Conduct, in our standards and values, and in our processes.

In 2022 we further optimized our compliance structure. Each division has its own Compliance Officer who is responsible for compliance with laws and regulations in their division.

The Compliance Officer is advised by thirteen expertise groups, each of which stays on top of developments in those aspects of the laws and regulations that are specifically relevant to their field.

The Compliance Officers report to their divisional director and the Compliance Manager, who in turn reports to the Board of Management and then the Supervisory Board.

Knowledge platform

In 2022, we started on a knowledge platform for the compliance process, in an environment everyone can access. Here we share knowledge and experiences so that we can map out compliance-related matters and determine what actions are needed. This way we learn from one another.

Bundled expertise

Assessing risks requires in-depth expertise, which is why we work with thirteen expertise groups, each with its own area of focus. The areas of expertise include safety, environmental legislation, driving hours regulations, CSRD and more. With this approach we can consider in detail which risks are acceptable and which measures are appropriate.



} "Seizing opportunities, knowing the risks."
- Patrick Sanders, Compliance Manager

Risk leadership

As a family business, we have a high level of commitment to our people and our clients. This is reflected in the way we handle risks: we carefully assess our risks and discuss these with our clients. That our approach is effective can be seen in our risk matrix and the decreasing number of claims that need to be settled through our insurance policies.

Dealing with risks

Doing business means taking risks. Risk awareness, in particular, has grown strongly in 2022: our people are becoming increasingly aware of the risks. Every day we look for solutions, consider the chance that these will work and determine what the risk is for ourselves and for our client.

We are very thorough in this: all kinds of control mechanisms are built in – like concerning ethics, the environment and safety – and these take effect throughout the year. We check these control mechanisms every quarter. By calling on a diversity of perspectives in the development of innovative ideas and solutions, we bring together all the expertise needed to carefully assess the risks and mitigating measures associated with innovations too.

Growing towards risk leadership

If the risk is too great, we won't do it, like if there is too great a risk of injury or financial losses, for example. That may sound simple, but it can present dilemmas, which we then discuss openly, both inside the company and with our client.

Mourik strives for risk leadership and we are taking major steps in this direction. This goes beyond risk management. Where in risk management a company has a system in which the risks are analyzed and defined and the control measures embedded, risk leadership is about taking responsibility for the risks. This allows us to assess even better, more openly and together with our clients which risks we are willing and able to bear.





Digitalization & cybersecurity

Applying digital technologies is an integral part of our business operations. A good IT infrastructure makes our work more efficient and more enjoyable. Given that we need access to our systems and data from many different locations, it's only logical that we have a strong focus on innovation and the security of our IT systems and data.

Foundation in good order

Digitalization offers plenty of opportunities. Consider, for example, the automation of existing processes, but also new services such as remote inspections and digital infrastructure asset management.

A strict condition for this digitalization of the business is that the foundation of our IT be in order. And that's something we've got well under control. We are now fully

cloud based, meaning we no longer have to "push the buttons" ourselves to manage our systems. This way our IT professionals have their hands free to support the business.

Cybersecurity risks

Clients are also increasingly requesting the use of our digital tools. Where in the past everything was controlled from a simple construction trailer on site, these days an

entire digital environment is also being put in place to share project information.

This shared environment makes collaboration easier, but also entails risks. We need to take into account aspects like which data we want to store there, and how we secure it.

One of the greatest risks has to do with the nature of our profession: we are working on vital infrastructure at our clients' site.

This means we have to be extra careful with securing the data relating to this infrastructure.

Raising awareness

In addition to the technical aspects of cybersecurity, behavior is a vital area of attention. You are, after all, only as strong as your weakest link. That's why we regularly organize awareness sessions where we train our people and carry out assessments.

Collaborating in our sector

Another vital aspect is collaboration. We work together with other parties in the value and supply chain and with industry association Bouwend Nederland, as well as with partners in the Port of Rotterdam, so that we can identify and reduce the risks together.

IT CAFÉ BRINGS IT RIGHT TO OPERATIONS

Making the lines between IT and the end user even shorter – and as accessible as possible – that’s the purpose of the IT morning drop-ins. Once a month, everyone can drop in for a cup of coffee and ask questions at the IT café. At the café, we make important matters like digitalization and cybersecurity understandable to everyone.



Questions on every conceivable topic

Staff can drop by and ask questions all morning. Additionally, there are short presentations on the topic of the month,

which can vary from day-to-day systems to cybersecurity and innovation and everything in between. “We want to show from IT what we are all doing and how this benefits the rest of the company,” says Stef Koomans, one of the Data/Digital specialists at Mourik.

And it is clear that people are not only dropping by to learn about the topic of the month: they also ask questions about all sorts of other matters.

More contact after morning drop-ins

The exchange of information is certainly not a one-way street: this also provides new input and ideas for Stef’s team.

Sharing a cup of coffee also allows people to put a face to IT, and they are then more ready to approach staff there.

The morning drop-ins are currently being organized at Mourik in Groot-Amers and at the Nieuwesluisweg site in Rotterdam, and will eventually be rolled out to other Mourik locations.



“At IT we feel it’s important that staff can find their way to us. This way, we can provide people with smarter support in their work.”



Key Performance Indicators

AS AT DECEMBER 31, 2022

KPIs – Environment

Direct and indirect energy consumption of Mourik in the Netherlands

			2022	2021	2020
SCOPE 1	Fuel	liters	6,213,939	6,134,703	6,504,354
	Gas consumption	Nm3	282,471	398,965	347,373
	Hydrogen	kg	2,341	-	-
SCOPE 2	Electricity consumption	kWh	2,806,428	2,744,272	3,389,984
SCOPE 3	Business use of private cars	km	385,279	374,497	814,755
	Air travel	km	2,246,306	621,256	1,113,431
SCOPE 1	Fuel	GJ	218,348	217,189	232,578
	Heating	GJ	9,921	12,526	13,349
	Hydrogen	GJ	281	-	-
SCOPE 2	Electricity consumption	GJ	2,806	9,879	11,872
SCOPE 3	Business use of private cars	GJ	1,117	966	2,363
	Air travel	GJ	5,307	21,620	38,747
Total energy consumption		GJ	237,781	262,180	298,908

*Because new conversion factors for conversion to MJ were applied in 2022, the energy figures are not comparable to previous years' figures.

Carbon footprint

			2022	2021	2020
SCOPE 1	Direct emissions	Metric tons of CO ₂	19,748	20,383	21,746
SCOPE 2 AND 3	Indirect emissions	Metric tons of CO ₂	466	679	654
Total missions		Metric tons of CO ₂	20,213	21,062	22,400

Specification

(metric tons CO₂)

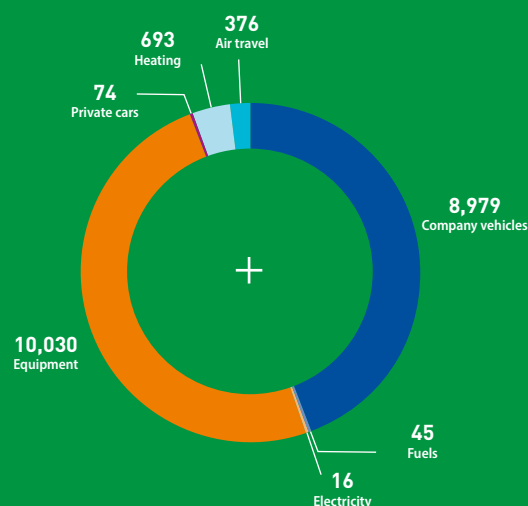

The carbon footprint is calculated using the CO₂ Performance Ladder methodology (version 3.1) as published by the Foundation for Climate Friendly Procurement and Business (SKAO) on June 22, 2020. In 2020, Mourik n.v. was added to Mourik's carbon accounting and the boundary extended to encompass the entire Benelux region. As of July 1, 2021 Petrogas no longer falls within the boundary. A change in the conversion factors has resulted in a change in the values.



KPIs – Environment

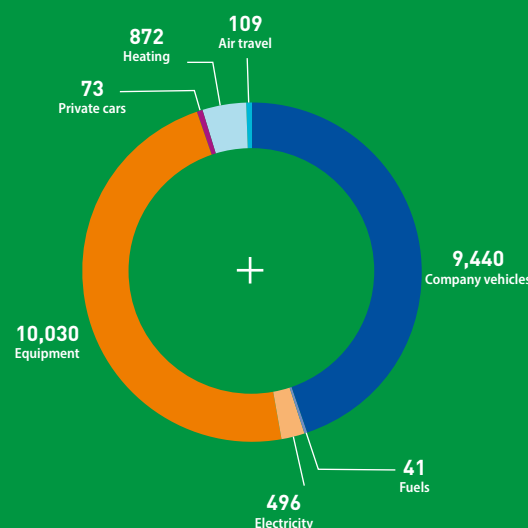
Mourik's carbon footprint in 2022

Total emissions (metric tons of CO₂) **20,213**



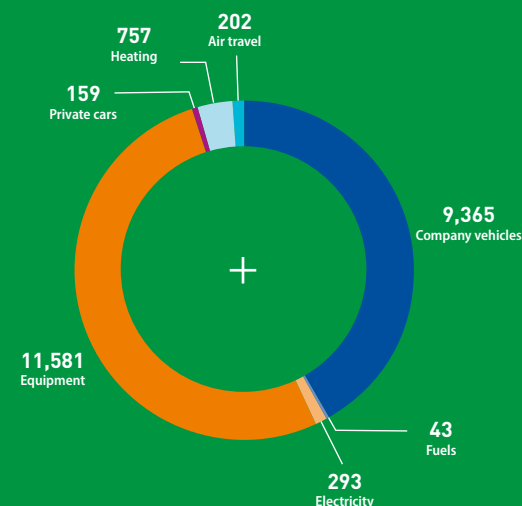
Mourik's carbon footprint in 2021

Total carbon emissions (metric tons of CO₂) **21,062**



Mourik's carbon footprint in 2020

Total carbon emissions (metric tons of CO₂) **22,400**



Frame of reference

Mourik's carbon emissions are the equivalent to the average annual emissions of 2,021 Dutch citizens. If we want to compensate for our emissions, we would have to plant 808,528 trees!

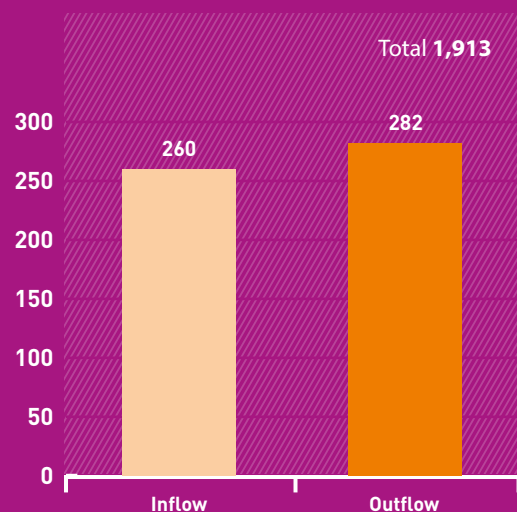
According to figures published by public information organization Milieu Centraal, the average Dutch citizen is responsible for 10 metric tons of CO₂ per year. A mature tree absorbs an average of 25 kg of CO₂ per year.



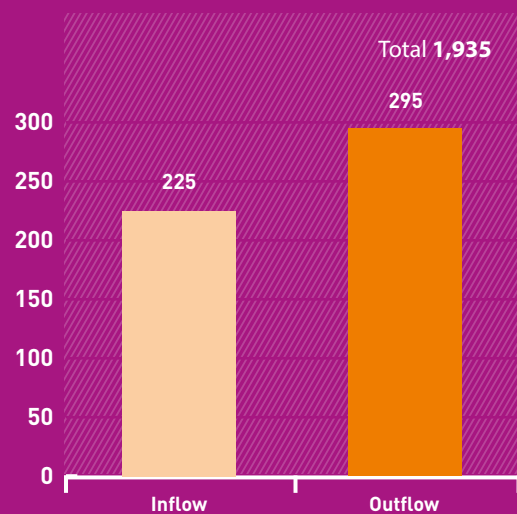
KPIs – Social

Workforce

12/31/2022

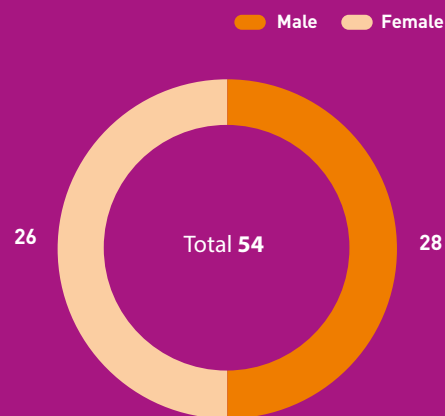


12/31/2021

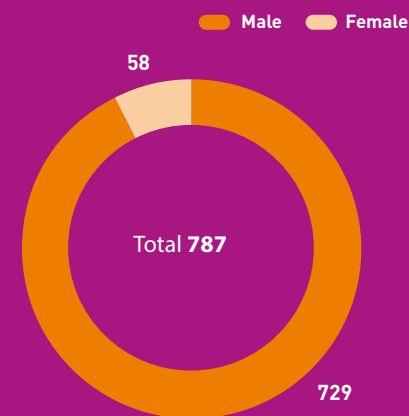


Workforce – men and women per division

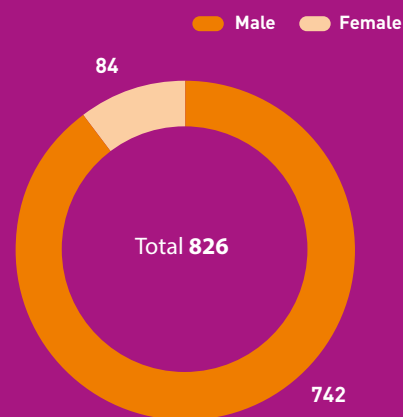
Total number of employees **Mourik Holding**



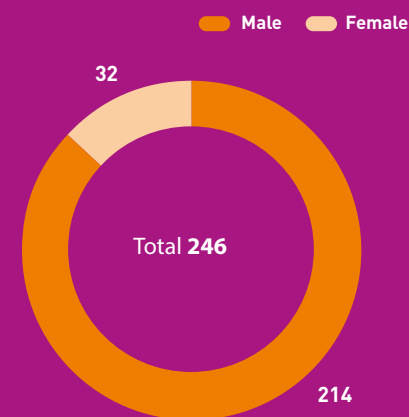
Total number of employees **Infra Division**



Total number of employees **Industry division**



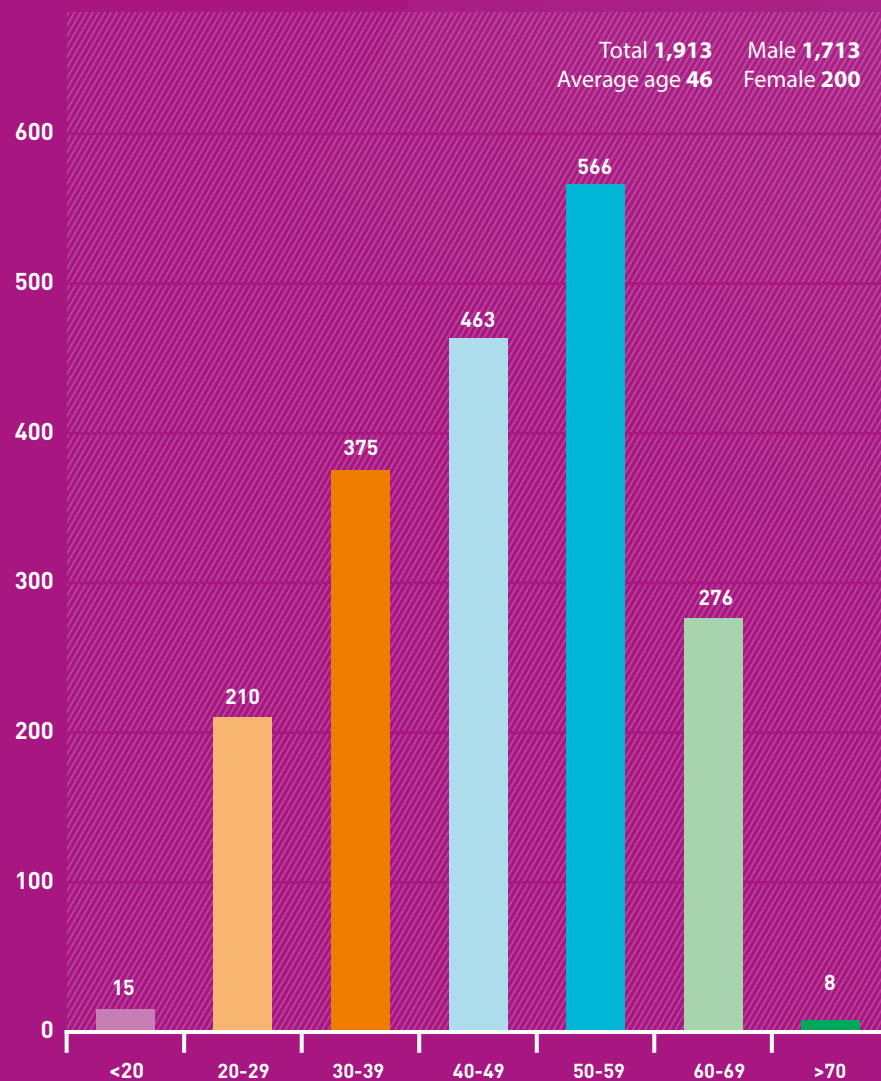
Total number of employees **Mourik n.v.**



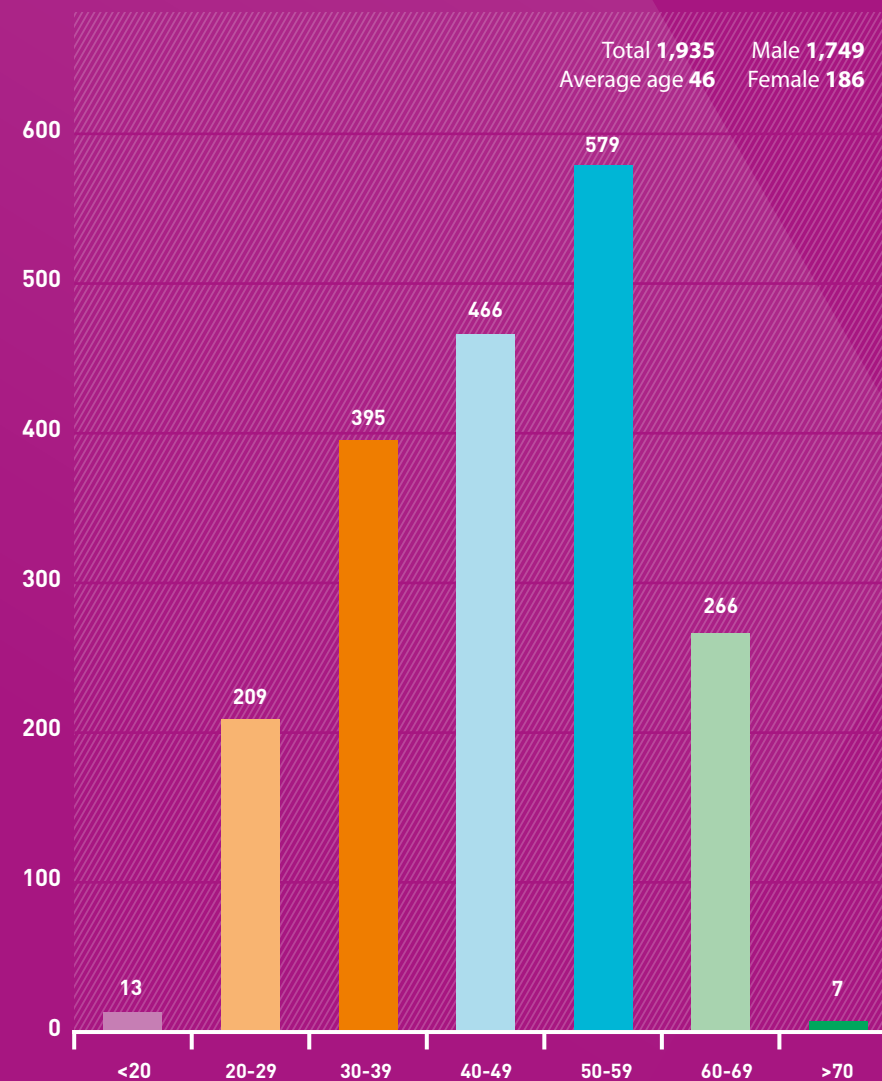
KPIs – Social

Age structure

Age structure 2022



Age structure 2021



KPIs – Safety

	TOTAL 2022	TOTAL INDUSTRY DIVISION 2022	TOTAL INFRA DIVISION 2022	TOTAL OTHER 2022	TOTAL 2021	UNIT
Average number of employees, incl. agency staff	3,732	2,388	1,041	303	3,247	Employees
Total number of hours worked	5,966,176	3,809,448	1,669,412	487,316	5,376,112	Hours
Total number of lost days	1237	199	394	644	160	Days
Incident rate (IR)**	0.50	0.16	0.72	2.46	0.29	Lost-time accidents per 200,000 hours
Occupational disease rate	0	0	0	0	0.07	Cases of occupational disease per 200,000 hours
Lost-days rate	41.5	10.4	47.2	264	5.95	Lost-time days per 200,000 hours
Sickness absence rate	332	83.6	378	2114	47.6	Lost-time hours per 200,000 hours
TRIR*	1.11	0.58	1.44	4.1	0.86	Recordable accidents per 200,000 hours
Number of fatal accidents	0	0	0	0	0	Absolute number
Number of lost-time accidents**	15	3	6	6	8	Absolute number
Number of accidents requiring adapted work**	15	6	5	4	8	Absolute number
Number of accidents requiring medical treatment**	3	2	1	0	7	Absolute number
Occupational diseases	0	0	0	0	2	Absolute number
Total recordable accidents	37	11	12	14	23	Absolute number
Percentage of employees represented in a personnel representative body	92%	87%	100%	100%	92%	Percentage
Percentage of employees with a recognized safety certificate	94%	92%	100%	100%	92%	Percentage

Long-term trend - IF and TRIR

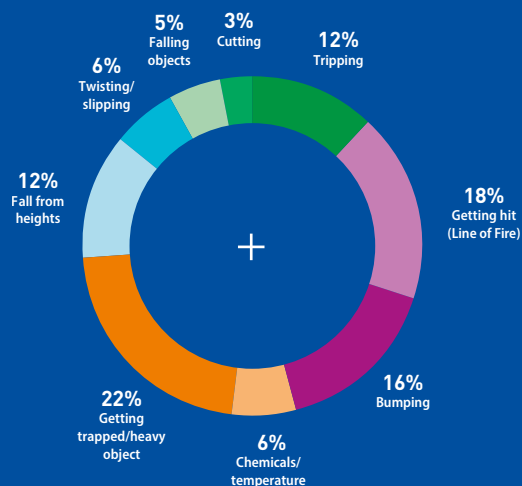
	2022	2021	2020	2019	2018
Lost-time incident frequency (IF)	0.50	0.55	0.44	0.27	0.21
Total recordable incident rate (TRIR)	1.11	0.86	1.57	1.20	0.88

* Total number of hours worked, calculated in part on estimates

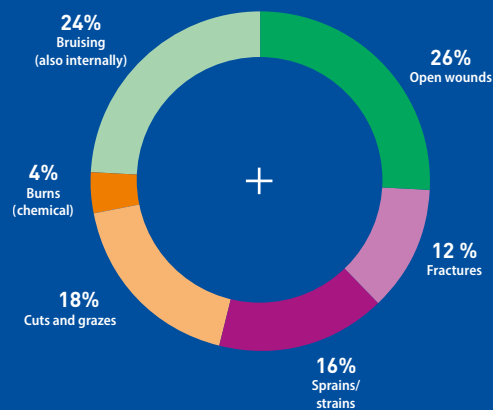
** All accidents involved male employees.

KPIs – Safety

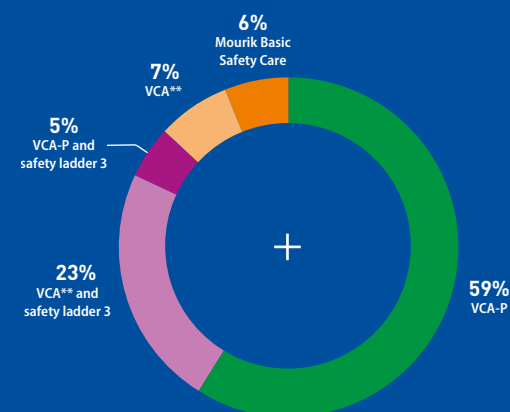
Direct result of accident



Nature of injuries

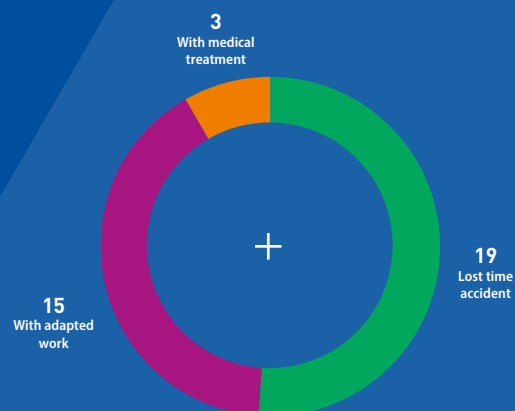


Percentage of employees working with a safety certificate

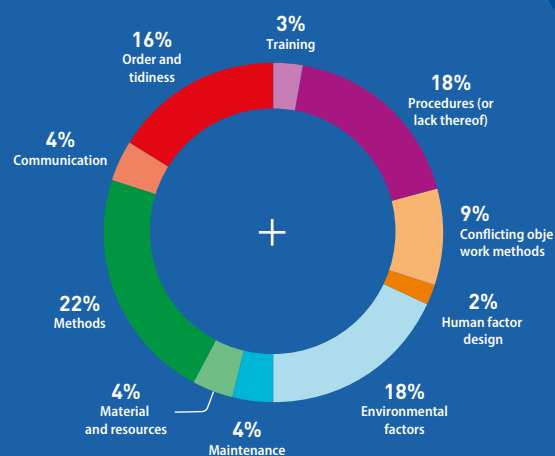


Absolute number of accidents

Total number of accidents: 37

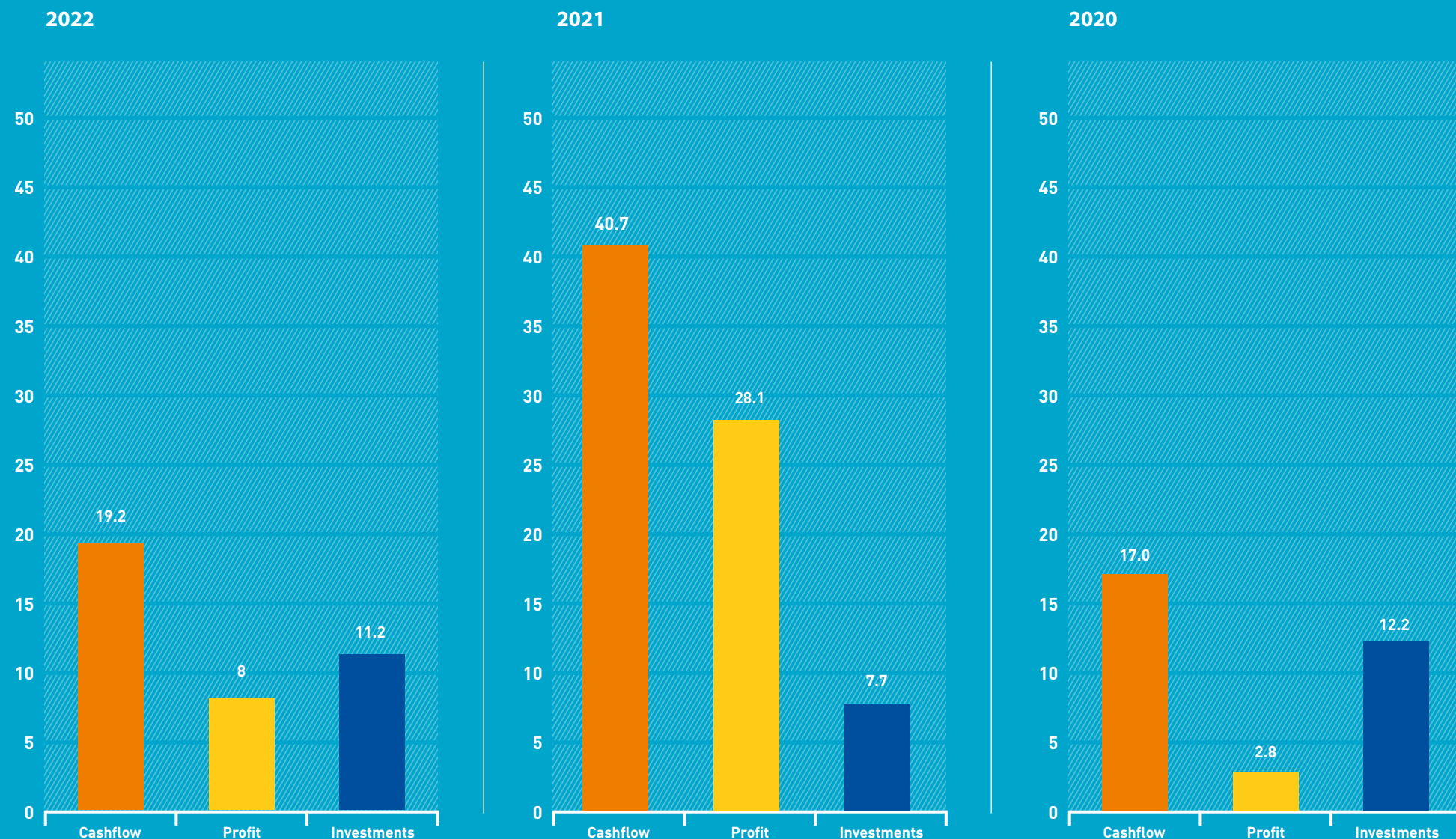


Underlying causes of accidents



KPIs – Financial

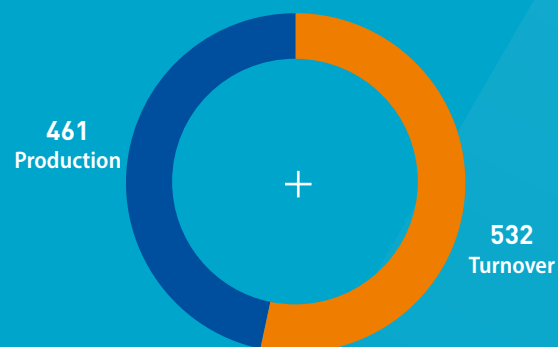
Cashflow, result and investments (in millions of euros)



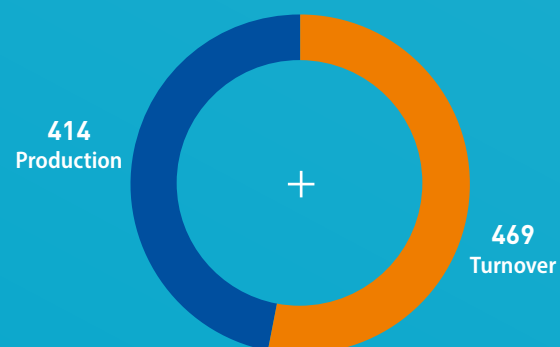
KPIs – Financial

Turnover and production (in millions of euros)

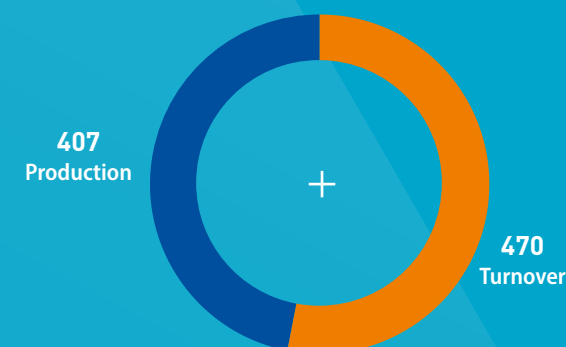
Figures 2022



Figures 2021

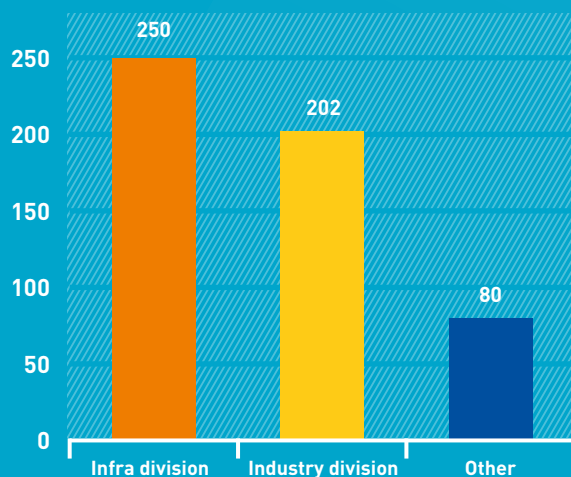


Figures 2020

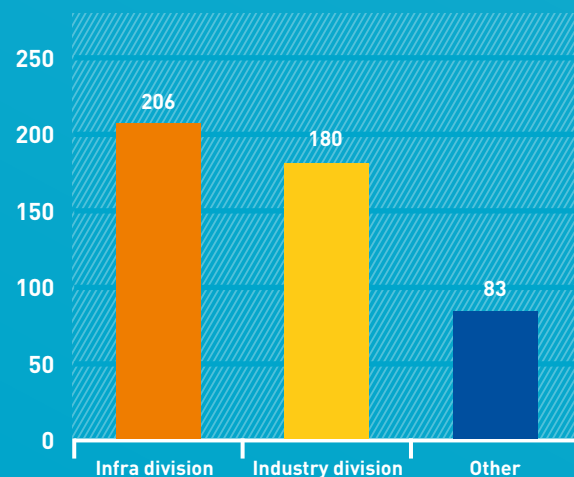


Turnover per division (in millions of euros)

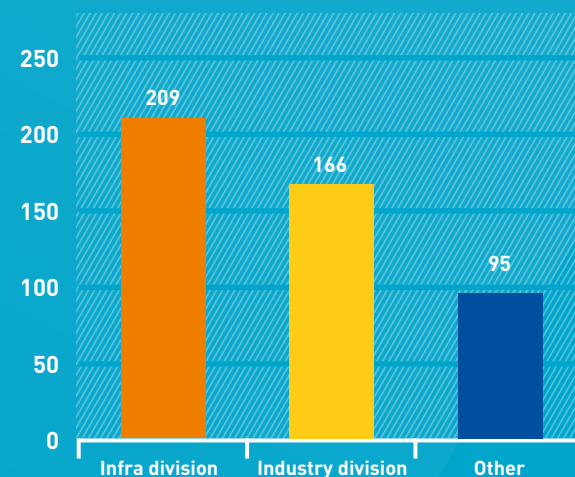
2022 – Total 532



2021 – Total 469



2020 – Total 470



GRI Standards Reference Table & KPIs

Organization profile

102-1

Name of the organization

Page – 6, 103

Section – We are Mourik, About this publication

102-10

Significant changes during the reporting period regarding size, structure and ownership

Page – 6, 23, 98

Section – We are Mourik, Strategy, About this report

102-12

Externally developed economic, environmental and social charters, principles or other initiatives to which the organization subscribes or which it endorses.

Page – 99

Section – Stakeholders

102-13

Memberships of associations and/or national or international advocacy organizations

Page – 99

Section – Stakeholders

102-14

A statement from the most senior decision-maker of the organization about the relevance of sustainability to the organization and its strategy for addressing sustainability

Page – 3, 16

Section – Foreword, Strategy

102-16

Description of the organization's values, principles, standards and norms of behavior

Page – 96

Section – Code of Conduct

102-18

Governance structure of the organization

Page – 59

Section – Corporate Governance

102-2

Primary activities, brands, products and services

Page – 11

Section – We are Mourik

102-3

Location of the organization's headquarters

Page – 7, 103

Section – We are Mourik, About this publication

102-4

The number of countries where the organization operates

Page – 10

Section – Map of the World

102-5

Nature of the ownership and legal form

Page – 69, 94, 95

Section – Corporate Governance,

List of participations

102-6

The markets served (geographic breakdown, sectors served and types of customers)

Page – 10, 11

Section – We are Mourik, Map of the World

102-7

Scale of the organization

Page – 2

Section – Facts & Figures

102-8

Total workforce by type of employment contract, by gender and by region

Page – 80

Section – Key Performance Indicators

102-9

Description of the value chain

Page – 25

Section – Our value chains

Stakeholder engagement

102-40

List of stakeholder groups engaged by the organization

Page – 24, 99

Section – Strategy: Value chains

Stakeholders

102-42

Basis for identifying and selecting stakeholders with whom to engage

Page – 24, 25, 99

Section – Stakeholders

102-43

Organization's approach to stakeholder engagement

Page – 24, 25, 99

Section – Stakeholders

GRI Standards Reference Table & KPIs

Report profile

102-45

A. All entities included in the organization's consolidated financial statements or equivalent documents

B. Whether any entity included in the organization's consolidated financial statements or equivalent documents is not covered by the report

Page – 94, 95

Section – List of participations

102-46

Process for defining the report's content and scope

Page – 98

Section – About this report

102-47

Identified material aspects

Page – 24

Section – Stakeholders and materiality

102-48

The effect of any restatements of information given in previous reports, and the reasons for such restatements

Page – 98, 101

Section – About this report, DMA table

102-49

Significant changes from previous reporting periods in the list of material topics and topic boundaries

Page – 98, 101

Section – About this report, DMA table

102-50

Reporting period for the information provided

Page – 98

Section – About this report

102-51

Date of most recent previous report

Page – 98

Section – About this report

102-52

Reporting cycle

Page – 98

Section – About this report

102-53

Contact point for questions regarding the report or its contents

Page – 98

Section – About this report

102-55

GRI Standards Reference Table

Page – 86, 87, 88

Section – GRI reference table

Management Approach

103-1

Explanation of the material topics inside and outside the organization and their boundaries

Page – 101

Section – DMA table

103-2

The management approach and its components

Page – 101

Section – DMA table

103-3

Evaluation of the management approach

Page – 101

Section – DMA table

Financial performance indicators

201-1 (2016)

Direct economic value generated and distributed

Page – 89

Section – Summarized financial statement: consolidated balance sheet and consolidated profit and loss account, Key Performance Indicators – Financial

Explanations and omissions – Mourik's policy is not to disclose any information about costs and results per division if such information is confidential and/or commercially sensitive, so that an omission applies here. Mourik does not engage in aggressive tax planning and does not use tax havens; therefore, tax reporting was not done on a country-by-country basis. The subject did not come up during the stakeholder dialogue in 2020 and Mourik is not legally required to report on it.

GRI Standards Reference Table & KPIs

Environmental performance indicators

Energy

302-1 (2016)

Energy consumption within the organization

Page – 78

Section – Key Performance Indicators – Environment

Emissions

305-1 (2016)

Gross direct (Scope 1) GHG emissions in metric tons of CO₂ equivalent

Page – 78

Section – Key Performance Indicators – Environment

305-2 (2016)

Gross indirect (Scope 2) GHG emissions in metric tons of CO₂ equivalent.

Page – 78

Section – Key Performance Indicators – Environment

Employment

401-1 (2016)

Total number and rate of new employee hires during the reporting period, by age group, gender and region

Page – 80

Section – Key Performance Indicators – Social
Explanation and possible omissions – Rather than disclosing figures by age group and gender, a total figure is shown this year for the inflow (new hires) and outflow (leavers).

Health and safety

403-1

Percentage of total workforce represented in formal joint employer-employee health & safety committees that help monitor and advise on occupational health & safety programs

Page – 83

Section – Key Performance Indicators – Safety
KPI* – A description of the scope of workers, activities, and workplaces covered by the occupational health and safety management system

403-9

Rates of injury, work-related ill health, recovery time and sickness absence, and total number of work-related fatalities, by gender and by region

Page – 82

Section – Key Performance Indicators – Safety
Explanations and omissions – We report on accidents, index figures and occupational diseases by gender and by division.

Training and education

404-2 (2016)

Programs for skills management and lifelong learning that support the continued employability of employees and assist them in managing career endings

Page – 48

Section – People: Talent of the future

Sector-specific standard regulations

G4-CRE6

Percentage of the organization operating in verified compliance with an internationally recognized health and safety management system

Page – 82

Section – Key Performance Indicators – Safety

Summary financial statements

Note to the reader. The summary financial statements are an abridged version of the consolidated financial statements for 2022 of Joh. Mourik & Co. Holding B.V.



The summary financial statements do not contain all the information disclosed in the full financial statements and should be read in conjunction with the full financial statements, including the notes and accounting policies that form part of the full financial statements. Copies of the 2022 financial statements of Joh. Mourik & Co. Holding B.V. are available from the company. The summary financial statements presented on pages 90 to 93 should be read in conjunction with the principles and starting points as stated in this annual report.

Accounting principles followed in the preparation of the consolidated balance sheet and profit and loss account and other financial statements

The consolidated financial statements of Joh. Mourik & Co. Holding B.V., from which these summary financial statements are derived, have been prepared in accordance with Title 9 Book 2 of the Dutch Civil Code.



Consolidated balance sheet – assets

AS AT DECEMBER 31, 2022

ASSETS (after allocation of profit/loss; in thousands of euros)

2022

2021

Fixed assets*Intangible fixed assets:*

» Intellectual property

21

23

» Goodwill

583

728

604

751

Tangible fixed assets:

» Industrial property and buildings

24,424

24,924

» Equipment and systems

27,785

26,517

» Other tangible fixed assets

1,392

1,845

53,601

53,286

Financial fixed assets:

» Non-consolidated participations

15,279

15,798

» Receivables from non-consolidated participations

560

700

» Other

749

1,510

16,588

18,008

70,793

72,045

Current assets

Works in progress

47,968

23,574

Inventories:

» Property development

2

1,810

» Other

6,210

6,303

6,212

8,113

Receivables:

» Trade receivables

107,355

109,091

» Non-consolidated participations

200

5,368

» Taxes and social security contributions

2,597

5,517

» Other

16,676

17,346

126,828

137,322

Cash and cash equivalents

97,972

136,022

278,980

305,031

349,773

377,076

Consolidated balance sheet – liabilities

AS AT DECEMBER 31, 2022

LIABILITIES (after allocation of profit/loss; in thousands of euros)

2022

2021

Group equity

Share of legal entity in group equity
Share of third parties in group equity

151,333
2,109

183,200
2,150

153,442

185,350

Provisions

Warranties and service contracts
Deferred taxes
Other

3,370
953
8,005

3,864
1,782
10,782

12,328

16,428

Long-term liabilities

0

250

Current liabilities

Long-term debt repayment obligations
Works in progress
Accounts payable
Non-consolidated participations
Taxation and social security contributions
Pension contributions
Other liabilities

250
37,569
62,993
1,408
24,710
1,038
56,035

250
45,491
48,879
2,619
22,099
1,085
54,625

184,003

175,048

349,773

377,076

Consolidated profit and loss account

AS AT DECEMBER 31, 2022

	2022	2021
Net turnover	531,932	469,301
Cost of sales	- 464,028	- 415,415
Gross profit on works and operation of machinery and equipment	67,904	53,886
Indirect operating costs	- 57,863	- 53,878
Net income	10,041	8
Profit/(loss) from participations	1,367	29,410
Received interest and similar income	707	388
Interest charges and similar expenses	- 518	- 918
Net finance income/(expenses)	1,556	28,880
Result before taxes	11,597	28,888
Taxes	- 3,322	- 1,242
Profit/(loss) after taxes	8,275	27,646
Third-party share	- 239	440
Profit/(loss) accruing to legal entity	8,036	28,086

Independent Auditor's Report

To: The Board of Management of
Joh. Mourik & Co. Holding B.V.

Our opinion

The 2022 summary financial statements of Joh. Mourik & Co. Holding B.V. in Groot-Amers (hereinafter referred to as the "summary financial statements") are derived from the audited 2022 financial statements of Joh. Mourik & Co. Holding B.V.

In our opinion, the accompanying summary financial statements are consistent, in all material respects, with the audited 2022 financial statements of Joh. Mourik & Co. Holding B.V., on the basis of the criteria described in the notes.

The summary financial statements comprise:

1. the consolidated balance sheet as at December 31, 2022; and
2. the consolidated profit and loss account for the year ending December 31, 2022.

Summary financial statements

The summary financial statements do not contain all

disclosures required under Title 9 Book 2 of the Dutch Civil Code. Accordingly, reading the summary financial statements is not a substitute for reading the audited financial statements of Joh. Mourik & Co. Holding B.V. and our auditor's report for these. Those financial statements, and the summary financial statements, do not reflect the effects of events that occurred subsequent to the date of our report on April 3, 2023.

The audited financial statements and our opinion on these

We expressed an unqualified auditor's opinion on the audited 2022 financial statements of Joh. Mourik & Co. Holding B.V. in our report dated April 3, 2023.

Responsibility of the Board of Management and the Supervisory Board for the summary financial statements

The Board of Management is responsible for preparing the summary financial statements on the basis of the criteria described in the notes. The Supervisory Board is responsible for overseeing the company's financial reporting process.

Auditor's responsibilities

Our responsibility is to express an opinion on whether the summary financial statements are consistent, in all material respects, with the audited financial statements based on our procedures, which were conducted in accordance with Dutch law, including the Dutch Standard on Auditing 810 "Engagements to Report on Summary Financial Statements".

Eindhoven, April 11, 2023

Deloitte Accountants B.V.

R.J. P.L.A. Berben RA

AS AT DECEMBER 31, 2022

List of participations

Joh. Mourik & Co. Holding B.V. Groot-Amers

Mourik Industry B.V.
Botlek - Rotterdam

100%

Mourik Vlissingen B.V.
Nieuwdorp

100%

MCO-Team B.V.
Nieuwdorp

100%

Mourik Industry Materieel B.V.
Botlek - Rotterdam

100%

Mourik Industry Participatie B.V.
Botlek - Rotterdam

100%

Mourik Industry Noordoost B.V.
Kolham

100%

G. Bouman Arkel B.V.
Botlek - Rotterdam

100%

Mourik Noord-Holland B.V.
Velsen-Noord

100%

Mourik Global B.V.
Botlek - Rotterdam

100%

Global on- en offshore Projects B.V.
Botlek - Rotterdam

100%

Mourik Brasil Servicos de
Manutencao Industrial e Maritimo Ltda.
Rio de Janeiro - Brazil

97,5%

Mourik International B.V.
Botlek - Rotterdam

100%

Mourik International N.V.
San Nicolas - Aruba

100%

Mourik Caribbean N.V.
San Nicolas - Aruba

100%

Mourik UK Ltd.
Londen - UK

100%

Euro Exchangers Ltd.
Londen - UK

100%

Mourik-General Contractors
Venezuela C.A.
Punto Fijo - Venezuela

100%

Mourik Italia S.r.l.
Rome - Italy

100%

Mourik USA Inc.
Pasadena - USA

100%

Mourik Inc.
Pasadena - USA

100%

Unidense Technology GmbH
Schwarzhelde - Germany

100%

Mourik GmbH
Wilhelmshaven - Germany

100%

IKR-Mourik Besitz
Deutschland GmbH Co. KG
Schwarzhelde - Germany

100%

Mourik & MCE Servicos
Especializados Ltda.
Camaçari - Brazil

60%

Vacum Cleaner Servicos
Especializados Ltda.
Camaçari - Brazil

60%

Anabeeb Industrial Services Co. Ltd.
Jubail - Saudi-Arabia

6,67%

Anabeeb Services Co. (W.L.L.)
Doha - Qatar

40%

Mourik Industry S.A.S.
Bogota - Colombia

100%

Mourik Services B.V.
Botlek - Rotterdam

100%

Tima B.V.
Botlek - Rotterdam

50%

Decontamination Services B.V.
Botlek - Rotterdam

50%

Induserve v.o.f.
Eindhoven

33%

iTanks B.V.
Rotterdam

23%

Petrogas International B.V.
Eindhoven

25%

Petrogas Gas Systems Asia Ltd.
Hongkong - China

100%

Petrogas International Trading Co. Ltd.
100% Dalian - China

100%

Petrogas Gas-Systems B.V.
Eindhoven

100%

Clean Energy Company Ltd.
Panama

50%

Petrogas Process Systems B.V.
Eindhoven

100%

Plastoil AG
Baar - Switzerland

100%

AHP v.o.f.
Tricht

50%

Mourik n.v.
Antwerp - Belgium

100%

Mourik Technics n.v.
Hasselt - Belgium

100%

Vogel Belgium n.v.
Antwerp - Belgium

50%

Grond Recyclagecentrum Kallo N.V.
Kallo - Belgium

30%

AS AT DECEMBER 31, 2022

List of participations

Joh. Mourik & Co. Holding B.V. Groot-AmmersMourik Infra Holding B.V.
Groot-Ammers

100%

Vogel Kathodische Bescherming B.V.
Zwijndrecht 100%Vogel B.V.
Zwijndrecht 100%Vogel Belgium n.v.
Antwerp – Belgium 50%Bergerode B.V.
Edt 100%Hendrik Bedrijven Brunssum B.V.
Brunssum 100%Mourik Infra Materieel B.V.
Groot-Ammers 100%Mogo Ontwikkelings-
maatschappij B.V.
Groot-Ammers 100%APH B.V.
Hoogblokland 17,5%Mourik Infra B.V.
Groot-Ammers 100%Asfalt Kennis Centrum B.V.
Bodegraven 8.33%Park Residentie Dronten B.V.
Dronten 100%Mourik Calamiteiten B.V.
Groot-Ammers 100%Stichting Parijsch
Culemborg 50%MVOI Holding B.V.
Groot-Ammers 100%VOI B.V.
Groot-Ammers 100%VOI Materieel B.V.
Groot-Ammers 100%MVOI B.V.
Groot-Ammers 100%Heeffe & Nuijten
Kabelwerken B.V.
Groot-Ammers 100%Traffic & More Beheer B.V.
Nieuwegein 62,62%Traffic & More B.V.
Nieuwegein 100%Protonna B.V.
Nieuwegein 98%Joh. Mourik & Co's
Aannemingmaatschappij B.V.
Groot-Ammers

100%

Weber B.V.
Groot-Ammers 100%Exploitiemaatschappij
onroerend goed Velsen B.V.
Velsen 80%Vergader- en Conferentiecentrum
Beesd B.V.
Beesd 50%Mourik Innovations B.V.
Groot-Ammers

100%

Mourik Grondexploitatie B.V.
Groot-Ammers

100%

BlueAlp Holding B.V.
Groot-Ammers

20%

BlueAlp B.V.
Groot-Ammers 100%BlueAlp Innovations B.V.
Groot-Ammers 100%Mourik Techniek B.V.
Groot-Ammers

100%

Mourik EGP B.V.
Groot-Ammers

70%

Mourik Code of Conduct

Mourik is one of the Netherlands' largest family businesses. The family business aspect is reflected in the way we treat each other. Our business operations are carried out based on social awareness over a wide spectrum, where sustainability, safety, transparency, ethics and integrity form the basis of our common values.



Mourik's policy is aimed at being a high-quality business that adds value to its clients. To achieve this, the company is guided by its principle of striking a responsible balance between the financial aspects (profit, financial return and business continuity) and social and ecological aspects (people and the environment) of its business operations.

"Who are we and what do we stand for?" The answer is captured in our mission, vision, and policy plans.

The associated standards, values and rules concerning behavior are set out in this code of conduct, which is the basis for all our actions. Our core values are inextricably tied to our strategy.

Our core values are:

Enterprising: We feel responsible. There is room to take initiative and seize opportunities. We are given the freedom to give our own interpretation to the direction Mourik is taking. Clients see that and know that their problems will always be solved.

OUR CORE VALUES

Who we are and the course we have charted are no coincidence. Together with our people from across all organizational units, we have answered the following questions:



Innovative: We are distinctive and innovative in our projects and the challenges we can handle. We are inventive in the field, and solution oriented in everything we undertake.

Persevering: We do not let go: we make sure the job gets done, no matter what it takes. We are a reliable partner for clients and employees alike.

Engaged: We put people first and are there for each other, take care of each other. We're committed to the company and the company is committed to us. Where help is needed, it is given.

Honest: Here, we are completely ourselves, united in pride for our work and the company. We're honest and open with each other, like a close-knit family.

As a strong unified Mourik, we seek to collaborate, both internally and with clients and partners, driven by bringing about a sustainable society. Needless to say, this also means complying with laws and regulations, safety, and ongoing innovation.

WE STAND FOR THE FOLLOWING PRINCIPLES:

Honest business practices

We conduct business openly and with honesty, integrity and fairness, within the

boundaries of commercial confidentiality and international practices and guidelines. Furthermore, as a company we believe in the importance of trust, openness, teamwork, professionalism, and taking pride in what we do. We expect our employees to carry out their work professionally, cooperatively and honestly, both within and outside the company. We do not do business with a party or parties where this would result in a violation or circumvention of the law and regulations or conflict with other common values of society as a whole and/or our company in particular.

Safety

Our main objective is to perform all our activities without causing injury to people and/or damaging assets, property or resources, the local community or the environment. Zero accidents is our ultimate goal.

Our mottos are:

- ▶ Everyone gets to work and back home safely every day
- ▶ No injuries, illness or damage as a result of the work
- ▶ We control all safety and other risks related to our work
- ▶ Accidents and damage are generally preventable, provided people comply with applicable laws and regulations, follow advice, etc.

We aim to create a sustainable safety culture in which attention is paid to

safety leadership, human behavior, hazard identification, and risk control and management.

Sustainability

We do business sustainably by taking good care of our people and the communities and environment in which we operate. We also aim to go fully circular in our working practices by 2035, meaning that we will see to the high-quality recycling of all our waste. We use energy, water, raw materials and resources conscientiously and with care. Our aim in all of this is to be a climate neutral company by 2035.

Continuous improvement

We work continuously on improving quality, safety and environmental care in the context of sustainability. We act

appropriately on the findings of internal and external independent audits that verify the effective operation of and compliance with our Code of Conduct and the related procedures. We work continuously on improving our performance.

Ensuring compliance

Compliance with the Mourik Code of Conduct by all employees (and our stakeholders) is part of our company's enforcement policy.

Groot-Amers, January 1, 2023

Board of Management

Joh. Mourik & Co. Holding B.V.

J.C. Mourik



About this report

This section provides information about our reporting procedures and methods we have used to define the figures and topics in this report.

Who is it intended for?

We render account of our sustainability policy and the related results to all stakeholders. Our stakeholders include clients, employees, suppliers, subcontractors, industry peers, the media, NGOs and other interested parties.

Information from stakeholders

We conducted a stakeholder analysis and entered into discussions with our stakeholders about sustainable business practices. The main findings can be found in the priority matrix on page 24, in the Strategy section. Internally we analyze the information needs by means of interviews, surveys and employee meetings.

The data used were generated by various systems and records, such as Profit for HRM-related information and SmartTrackers for CO₂ records. To ensure the validity of the data we generated this from specific reporting systems. We also collect information through in-depth interviews and standardized lists. All information has been checked by the boards and, where applicable, by the central sustainability group and the related study groups.

Scope of this report

The present Annual Report covers calendar year 2022. We report on the same KPIs as in our previous annual report, linked to the goals of Route '25. The maximum period reported on is three years, going back to 2020. Information in this report is subdivided by Joh. Mourik & Co. Holding, Industry Division, Infra Division and Mourik n.v. (also called Mourik Belgium). This provides a clear picture of our organization and way of working. For aspect boundaries, we refer to the DMA table. For an overview of the KPIs we have selected, we refer to the GRI Standards Reference Table. Unless stated otherwise, the KPIs apply to all companies in which Mourik has a majority interest. The KPIs for energy and emissions that are reported on apply to the Benelux region; in 2019 these applied to the Netherlands only.

KPIs and material topics

With a view to the implementation of CSRD, we are currently engaged in a thorough review of the sustainability goals and KPIs. We have also chosen to report on a number of additional KPIs that add value for our stakeholders and are linked to our

strategy. Information on the other goals and KPIs will be provided on request.

Because of the relatively limited size and relevance of the entities outside the Netherlands, the 404-1 and 404-2 indicators are reported for the Netherlands. In addition 401-1 is reported at group level. We no longer report on indicator 404-3, because our stakeholders do not regard this indicator as material information. This year, we once again provide a qualitative report on circularity. We defined our material topics on the basis of a detailed materiality analysis (see page 24). In defining the scope of the report and KPIs we have taken into account the impact, relevance and interest to stakeholders.

Reporting system

We have drawn up this Annual Report in accordance with the GRI Standards, Reference option. We reported on carbon emissions in accordance with the methodology of version 3.1 of the CO₂ Performance Ladder published by the Foundation for Climate Friendly Procurement and Business (SKAO) on June 22, 2020. Because new conversion factors for conversion to MJ were applied in 2022, the energy figures are not comparable to previous years' figures. In 2020, Mourik n.v. was added to Mourik's carbon accounting and the boundary extended to encompass the entire Benelux region. From mid-2021, Mourik has not held a majority interest in Petrogas; accordingly, their carbon emissions have been excluded from this report.

A change in the conversion factors has resulted in a change in the values. Because we value transparency, we engage an independent auditor to audit the financial KPIs. This year, because we have built in internal control mechanisms, we chose not to request assurance from Deloitte Accountants. We have started preparations for compliance with the Corporate Sustainability Reporting Directive (CSRD) and are preparing the assurance for 2023.

The information originates from consolidated data generated by corporate systems. The KPIs were selected based on their relevance (social and otherwise) and the extent to which Mourik can exert influence over these (see the materiality analysis). From the "Construction and Real Estate Sector Supplement" (CRESS) we reported on CRE6, as it is considered the most relevant indicator.

Explanation of omissions

The explanations of omissions have been included in the GRI Standards Reference Table.

Feedback

If you have any feedback or questions about our Annual Report and sustainability report, we would be happy to hear from you. You can drop us a line at duurzaamheid@mourik.com.

Our stakeholders

Mourik operates in a multitude of sectors and performs work for both private and public clients. Accordingly, we deal with a wide range of stakeholders: clients (private and public), employees, shareholders and other capital providers, suppliers and subcontractors. Naturally, we also interact with our peers in the industry, with government bodies, knowledge centers and educational institutions, civil society groups, and with end users.

Our stakeholders are people and companies who have a vested interest in, have influence over, or are affected by our activities. To be able to communicate and cooperate well with our stakeholders, we have identified who they are and have divided them into three groups: internal, external, and interface stakeholders. We describe our stakeholders based on these three groups. Some stakeholders are involved both in specific projects and with Mourik in general. We are a project-oriented company after all.

We maintain intensive contact with our stakeholders to keep abreast of what's happening in the market and to learn what specific stakeholders consider important. Our interaction with stakeholders is truly an ongoing process involving numerous contact moments and meetings. Last year we held several meetings with stakeholders to discuss our strategy and a number of material issues. Examples of this are the

consultative meetings with clients and industry peers about the climate-neutral, circular infrastructure roadmap, the "Mourik Makes Tomorrow" event and the 100MTC Experience, as well as "inspiration trips" and internal consultations.

Internal stakeholders

Our activities have a direct effect on our internal stakeholders and, conversely, our internal stakeholders have a large influence on our activities. Our internal stakeholders include our employees, directors, Supervisory Board and Board of Management. As a family business, we find it only natural to take good care of each other. We carry out our business operations with broad social awareness. To offer our employees guidance, the Mourik Code of Conduct was drawn up in 2020 in consultation between management and our Works Councils. In 2022 we evaluated and updated the Mourik Code of Conduct. The six Works Councils represent the

interests of all our employees in the Netherlands. The Works Councils have corporate sustainability as a standing item on the agenda. Once every four weeks, the Board of Management consults with the various Works Councils and/or the director.

The divisions inform internal stakeholders about the developments within their division in a newsletter. Our employees are also kept up to date through online and offline communication channels like M-Net, the *Mourik Open* staff publication and mailings.

External stakeholders

Our external stakeholders are our clients, suppliers, subcontractors and other stakeholders who have an influence on our business. Through collaboration and innovation, we are working, together with our stakeholders, on creating a sustainable living environment. We are in constant contact with our clients while carrying out our activities, from the tender stage to

delivery and aftercare, as well as in the maintenance and management stage of our projects. We also pay close attention to the evaluation of our work with clients. We strive to put sustainability, safety and quality on the agenda at every client meeting.

There are great examples at divisional level of how we are further developing the sustainable living environment together with clients. To name just a few, there's the completion of several heat networks by our subsidiary MVOI and the first hydrogen-powered excavator in the Netherlands, commissioned by Mourik in 2021. Due to the success of this excavator we started building the second in 2022. We have made significant cuts in carbon emissions through several green projects and, by applying the circularity principles, reduced the use of raw materials and other materials.

Mourik Sustainability Gamechanger

During Sustainability Week (October 10 to 14, 2022), more than 166 employees from the various Mourik companies competed with each other during the Sustainability Gamechanger event to create as much sustainable impact as possible. Employees left their cars at home and biked en masse to work. Vegetarian Monday became vegetarian week. Litter was picked up and biodiversity was given a helping hand.

Our stakeholders

Sustainability in the supply chain

We also work with other value and supply chain partners to improve sustainability. When sourcing goods and services we look further than just price and quality: we also always consider the working conditions, safe working practices and the environmental awareness of our suppliers and subcontractors. For high-risk products and services, we identify the potential risks in the supply chain. One example is natural stone. We do not source natural stone unless a client expressly requires this. Before selecting a party we first perform a CSR scan. We are guided in this by the OECD guidelines and UN Guiding Principles on Business and Human Rights. We have embedded this process in our sustainable procurement policy.

We also choose sustainable materials and work exclusively with FSC or PEFC certified wood. To the best of our knowledge, there were no significant human or environmental abuses or deviations in 2022 connected with our business activities or those of our partners.

In 2022, together with our partners and stakeholders we looked for sustainable solutions and alternatives to add value and reduce the impact on the environment. One example of this is our multi-year highway maintenance project "RWS West-Netherlands South, South district"

where we have taken several sustainability measures in the field of biodiversity, circularity and climate neutral works, like having the plastic waste that arises in the course of these works recycled into oil in our plastic-to-chemicals factory.

Interface stakeholders

All our other stakeholders are bundled under the category "interface stakeholders". These include stakeholders like the local communities, media, public authorities, interest groups, and NGOs.

Local stakeholder management

To ensure that our projects can be carried out safely, we actively involve the local community. This way we also reduce inconvenience and nuisance while creating greater understanding of our activities. Our project teams are responsible for local stakeholder management. They engage with key stakeholders on ensuring an accessible and safe living environment. The teams also keep local residents and businesses informed using solar-powered signage, newsletters, social media, residents' evenings, and one-on-one meetings.

Media

Clients, stakeholders and other interested parties can find all relevant information about Mourik on our website, which features everything from project updates, our

financial calendar and press releases to information on what we are doing in the area of relevant CSR topics. Mourik is also very active on social media channels relevant to the company, such as YouTube, Facebook, Instagram and LinkedIn.

Government

The government and authorities are important stakeholders. They safeguard social interests and are responsible for the wellbeing of citizens. We must comply with all current laws and regulations, national and international.

In addition to the applicable laws and regulations, we also endorse a number of economic, environmentally related and social initiatives, such as ISO 9001, ISO 14001, ISO 26000, ISO 3834, VCA** (SCC**), VCA-P (SCC-P), CO₂ Performance Ladder, CSR Performance Ladder, Performance Ladder for a more Social Business Practice, BRLs (Assessment Guidelines), and Green Deal on a Sustainable Civil Engineering Sector 3.0.

Interest groups

Trends and developments are regularly discussed in various branch organizations of which Mourik is a member, such as Bouwend Nederland, Deltalinqs and VNO/NCW. In these organizations, Mourik is active in various consultation forums and

the related committees, where information is exchanged on market development, technology and sustainability. In addition, Mourik participates in a large number of covenants, Green Deals and industry initiatives in order to contribute to knowledge sharing, standardization and creating an impact in the field of safety, sustainability and health. A recent example is our participation in the zero-emission network for the infrastructure branch Emissieloo's Netwerk Infra (ENI). We are also involved in many other platforms, like Stichting Industriële Reiniging and ORSIMA (both for the industrial cleaning sector), trade union knowledge center COSI, trade association VOMI, employer federation BZW, CRS knowledge center MVO Nederland, safety experts group Kring van Veiligheidskundigen, and profession group for bituminous works Vakgroep Bitumen Werken.

NGOs

A non-government organization (NGO) is an organization that is committed to looking after social interests, with activities in areas like protection of the environment, health or development for example. In 2022, in collaboration with sustainability foundation Stichting Stimular, we once again inspired companies in the region to become more sustainable in two programs aimed at transitioning towards zero-emission construction sites.

Disclosure on Management Approach

GRI ASPECT	MOURIK TOPIC	SCOPE	WHY IS IT MATERIAL AND FOR WHOM	CONTROL PROCEDURES	ASSESSMENT PROCEDURES
Financial performance	Structural profitability	Global. Boundaries: within and outside the organization.	Our stakeholders worldwide, such as clients and end users, consider reliability and quality to be essential. With these aspects we add the value, financial and otherwise, that ensures continuity. Our focus is on creating long-term value.	Every year the companies submit their annual plans, in which their financials are discussed and assessed, to the Board of Management. Furthermore, every month the financial and economic performance is reported and discussed between the boards of directors and the Board of Management.	Assessment through internal and external audits, annual reporting, and reports to the Board of Management.
Health and Safety	Safety	Global; the scope of several KPIs is restricted to the Netherlands and Belgium. For more information, see explanations and omissions in the Health and Safety section of the GRI Standards Reference Table, page 98. Boundaries: within and outside the organization.	Safety at work is a key spearhead of our policy and a minimum requirement for working at client sites. Our people are our most important asset. Everyone who works under our supervision must be able to do (and must do) their work safely at all times.	The holding company periodically draws up a safety plan, which the divisions commit to complying with. We promote safety through safety campaigns, and our VCA certificate (VCA is the joint HSE program and certification for contractors in the Netherlands) guarantees safety in our business operations. Where necessary we immediately take measures to resolve unsafe situations. Ongoing improvement analyses and measures regarding safety are described on pages 58-61. In regard to health, the measures we take to promote sustainable employability are detailed on page 46.	Every quarter, the annual safety plan of Joh. Mourik & Co. Holding B.V. and the related results are evaluated with the board of directors and the Board of Management.
Training and education	Talent of the future	Global; the scope of several KPIs is restricted to the Netherlands and Belgium. For more information, see explanations and omissions in the Training and Education section of the GRI Standards Reference Table, page 98. Boundaries: within the organization.	The knowledge, skills and competencies of employees are crucial to Mourik's continuity. We therefore invest in our people's personal development and in keeping talent on board.	We apply a training matrix and we have several tailor-made training courses and development programs, such as traineeships and a management development program.	During the performance reviews, we evaluate the need/desire for participation in training courses and/or development programs. Supervisors and the HR department keep an overview and organize.

Disclosure on Management Approach

GRI ASPECT	MOURIK TOPIC	SCOPE	WHY IS IT MATERIAL AND FOR WHOM	CONTROL PROCEDURES	ASSESSMENT PROCEDURES
Working conditions	Sustainable employer	Global; the scope of several KPIs is restricted to the Netherlands and Belgium. For more information, see explanations and omissions in the Training and Education section of the GRI Standards Reference Table, page 98. Several KPIs have “within the organization” as their boundary; this depends on the relevance, the extent to which it is required by stakeholders, and the extent to which Mourik can exert influence on entities in this regard.	An aging population and a higher age of retirement require age-conscious solutions. It is therefore essential to coach employees throughout their working lives so they can remain fit and healthy employees.	We invest in a proactive health policy with attention to prevention and reduction of physical strain. We offer our employees regular occupational health checks (PAGO). Where necessary, we provide tailor-made weight control coaching, stop-smoking courses, and lifestyle courses, such as “Slim omgaan met fysieke belasting” (Smart ways to tackle physical strain). Within the framework of our Age-aware Personnel Policy we have various programs for sustainable employability and personal development, such as “Slim for Job” (Smarts for the job) and motivational training. We also pay considerable attention to the development of machines and tools that help reduce the strain of physical work.	We hold performance reviews to assess and evaluate the performance of our employees. Reports from the occupational health physician, evaluation by the HR department, and assessment by the board of directors.
Energy and emissions	Climate neutrality	Mourik companies in the Benelux in which Mourik has controlling power over the operations. For more information, see explanations and omissions in the Environmental Performance Indicators section of the GRI Standards Reference Table, page 98. Boundaries: within and outside the organization.	Energy and emissions are important issues to our stakeholders, and we can exert influence in the area of reducing energy consumption and emissions. Mourik Infra has achieved the highest level (5) on the CO ₂ Performance Ladder of the Foundation for Climate Friendly Procurement and Business (SKAO).	Every year Mourik companies in the Benelux provide an overview of their carbon footprint and we take measures to reduce this. This goes beyond our own business operations to include the supply chain as well.	Annual assessment by a certifying agency based on the CO ₂ Performance Ladder system. Emissions and consumption are discussed by management and the company officials involved in this area.

About this publication



Print run:

150 in Dutch

Your opinion and feedback about this Annual Report, our policies and our initiatives are welcome.

Do you have any questions or ideas?

Drop us a line at mhold@mourik.com.

This report is also available for download at www.mourik.com

» A PDF version of this report is available at www.mourik.com

» You can request a copy of the financial statements from the Dutch Chamber of Commerce

