

Sustainability report 2025

Full steam ahead into the future



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North Sea Port: the port that connects

Smooth and sustainable connectivity – that is what we do at North Sea Port. Our port, spread across Vlissingen, Terneuzen and Ghent, sits right at the heart of European logistics, with a global reach. Via sea and inland shipping, rail, roads and pipelines, we ensure that products reach their destination quickly and efficiently. We are always on the move, and we demonstrate that with this sustainability report.

60

kilometres of port area across Belgium and the Netherlands

+550

companies active in our port

12.7

billion in added value

260

own employees

106,000

direct and indirect jobs

67

million tonnes of goods via sea shipping

61.5

million tonnes of goods via inland shipping

9,059

hectares of port area



Foreword

2025 was a year of important steps for North Sea Port. In our strategic plan Impact 2030, we chart a clear course for the years ahead. As a European port with a strong international footprint, we took our responsibility in rendering shipping more sustainable.

2025 was marked by economic and geopolitical uncertainty. As a hub for goods flows and as an industrial and technological hub, we too felt the consequences of that instability. Yet our port remained resilient. While many European ports saw their goods flows decline, our tonnages even showed slight growth.

Last year we also published our strategy Impact 2030. Sustainability forms its backbone. Infrastructure projects, energy initiatives and industrial investments only gain meaning when they effectively contribute to emission reduction, circular processes and a healthy living environment. Our ambition is crystal clear: by 2050 we want to be climate neutral. Together with our companies, partners and governments, we are taking the necessary steps – while also acknowledging that further progress remains necessary.

Building the infrastructure of tomorrow

In our port, industry, logistics and energy come together. By investing in forward-looking infrastructure, we help make sustainable and targeted growth possible. Our projects for renewable energy, electrification and the strengthening of rail and waterways form a necessary foundation for preparing our port industry for the economy of tomorrow.

“The New Lock in Terneuzen is an important calling card for North Sea Port. With this world-class lock, we strengthen our position as a leading logistics hub and maritime gateway to Europe.”

Cas König, CEO



In the past year, multiple infrastructure projects were announced, launched or further realised. The new 380 kV high-voltage connection in Zeeuws-Vlaanderen will significantly increase grid capacity in the region. On the Belgian side, the Baekeland 380/150 kV high-voltage substation is being built in Ghent. Today North Sea Port already forms the largest hydrogen cluster in the Benelux, and we continue to build an extensive pipeline network to connect hydrogen production and offtake.

In 2025, the New Lock in Terneuzen was fully commissioned. It forms an important lever for the further development of shipping and industry in our region, particularly in combination with the deepening of the Ghent-Terneuzen Canal.

We confirmed our leading role in offshore activities. New sites were granted to offshore players and we saw the Princess Elisabeth Island rise in the North Sea. The preparation and construction of the energy island took place within our port area, in Vlissingen.

Protecting business

As a connecting link, we witness the ambition of companies in our port: they want to invest, innovate and become more sustainable. They have the ideas and technologies, but these can only come into their own within a stable and supportive framework. North Sea Port already supports its industry to the maximum: strong infrastructure creates space for entrepreneurship. But businesses also need a predictable policy context. There is no getting around it: in 2025 that was not always guaranteed. Current

nitrogen regulations, for example, have a negative impact on construction and investment projects. Compared to our neighbouring countries, energy prices also remain a critical factor.

A policy framework that offers clarity and legal certainty can make all the difference. We hope that legislators in the Netherlands, Belgium and Flanders will take the necessary steps in 2026 to stimulate sustainable production and protect our market.

Trust inspires investment

That trust translates into concrete investments was demonstrated in 2025 by various initiatives in our port area. Volvo Car gave the green light for the European production launch of the EX30, its electric compact SUV, in Ghent. As the only major car manufacturer in the Benelux, Volvo thereby underlines the strong position of North Sea Port in the automotive sector. Yara Sluiskil, Europe's largest ammonia and fertiliser production manufacturer, meanwhile continues to invest in CO₂ and nitrogen reduction.

These are just a few examples, but they illustrate a broader reality: our port shows resilience. If innovation is possible anywhere, it is here – at North Sea Port!

Cas König
CEO

Maarten den Dekker
CCSO

“‘Made in Europe’ reflects Europe’s renewed focus on strategic autonomy. As a hub for the manufacturing industry, we welcome that mindset at North Sea Port. This way, economic strength and sustainable ambition can continue to go hand in hand.”

Maarten Den Dekker, CCSO





Activity in our port authority

This was 2025

May



In early May 2025, the first two caissons of **Princess Elisabeth Island** were successfully lowered to their final location in the Belgian North Sea. This groundbreaking project bundles offshore wind energy, connects countries via submarine networks and strengthens energy security in Europe.

June



North Sea Port welcomed **Cas König** as new CEO. Since June he has been at the helm of our organisation. With the compass set on innovation, growth and social impact, he is charting the next phase in the development of our port together with all employees and stakeholders.

July



In 2025 we strengthened our unique role as a European **offshore hub**. In July, a 34-hectare site in Vlissingen was allocated to **BOW Terminal**, specialised in the storage and transhipment of materials for wind farms.

August



After years of construction, the **New Lock in Terneuzen** – one of the largest locks in the world and comparable to the locks in the Panama Canal – was fully commissioned on 1 August. A historic milestone. In the future, larger ships can reach North Sea Port, meaning more cargo per ship, fewer transport movements and a more efficient, cheaper and more sustainable supply of goods. Trial runs with increasingly wider ships are in full swing, while we continue to optimise throughput for inland shipping.

November



A top port that wants to continue growing cannot do so without a clear strategy. In November we presented **Impact 2030**. Our new strategic plan focuses on five action areas: European top port, resilience and safety, spatial development for the raw materials and energy transition, port infrastructure and logistic chain connections.

December



On 15 December, the first groundbreaking ceremony was held in Ghent for the construction of the new **Baekeland 380/150 kV high-voltage substation**. The substation will give North Sea Port and the surrounding industrial zones better access to electricity and support the energy transition. A first concrete application is already planned: from 2030, steel producer ArcelorMittal Belgium will connect directly to the new high-voltage grid.

EUROPEAN TOP PORT IN TRANSITION

How North Sea Port works

- Our activities
- Our port locations
- What North Sea Port stands for
- Our value chain and stakeholders
- Governance and risk management





European top port in transition: how North Sea Port works

North Sea Port is a cross-border port area stretching 60 kilometres, from Vlissingen and Terneuzen in the Netherlands to Ghent in Belgium. In terms of goods transshipment via sea shipping, we are the ninth port in Europe; in terms of added value, the third. With more than 550 companies and 106,000 direct and indirect jobs, the port area forms an important engine for employment, trade and sustainable growth. We are a European top port, strategically located on transport corridors and multimodally connected.

Our activities

As a port authority, we operate the North Sea Port. Our 260 employees take on various responsibilities to facilitate players in and around the port area. Our services are divided into three core tasks:

1 Providing infrastructure and space

We develop and manage port infrastructure and business sites, and lease land and sites so that companies can carry out their logistics and industrial activities.

2 Nautical services

We guide the logistics processes of our customers and ensure that ships safely enter and smoothly depart.

3 Connector: connecting director

As an area manager, we strengthen the port community locally and (inter) nationally, together with partners such as companies, residents, logistics chain partners, governments and other port authorities.





Our port locations



1. Vlissingen

Vlissingen is a deep-sea port on the Western Scheldt and connects to important North Sea shipping routes. Here water, road, rail and pipeline come together, making it an ideal multimodal location for Europe's logistics networks. This part of our port area is a unique offshore hub and hydrogen port in Europe, with logistical powerhouses ready around the clock for international operations.



3. Ghent

Ghent lies 30 kilometres inland, close to industry and consumers. Thanks to the New Lock in Terneuzen and the accessible Ghent-Terneuzen Canal, larger ocean-going vessels can also call here. Leading industries, knowledge institutions and logistics players are all present.

2. Terneuzen

Terneuzen is the gateway to Europe's hinterland. Strategically located on the North Sea and accessible via inland shipping – the Ghent-Terneuzen Canal –, rail and road. Our recently commissioned New Lock is an important asset, giving even post-panamax ships access.





What happens in our port

Our port is a hive of activity. More than 550 companies have made North Sea Port their home, ranging from multinationals to start-ups. This makes us the most versatile port in Europe. Thanks to our robust infrastructure, we are able to fulfil our role as a connector. With expertise in deep-sea, short-sea, inland waterway, rail, road transport and pipelines, we connect the economy, industry and society.

Our most strongly represented industries:

Raw materials

We support the circular economy by closing loops, using raw materials more efficiently and working together to achieve climate neutrality. We provide opportunities for growth to companies that are building a circular and climate-neutral industry.

Chemicals

Our port offers a solid foundation for chemical companies that wish to grow, innovate and become more sustainable. From large-scale (petro)chemical production to circular innovations: North Sea Port combines space, infrastructure and collaboration to create a sustainable and future-proof chemical sector.

Energy

As a true **energy port**, we are active in the import, production, use and transit of energy. We are perfectly connected to European industrial clusters and ports. We see hydrogen as the energy of the future. With current annual production and consumption standing at 600 kilotonnes, North Sea Port is the largest hydrogen cluster in the Benelux. Our port offers all the necessary facilities for sustainable hydrogen: a strategic location, deep-sea facilities, space for production and storage, and strong connections to the hinterland.



Food and feed

Our port is an important **food port**. From orange juice to bananas and grain: we are the largest importer in Europe. Thanks to deep-water access, modern storage facilities and seamless connections to the inland transport network, we serve markets across Europe.

Automotive

Thanks to our location, ro/ro terminals and connections, we act as a hub for the automotive industry. With the production and assembly of cars and lorries, this sector is firmly established in our port.



Unique offshore hub in Europe

North Sea Port is the offshore port where **wind energy, oil and gas** come together. Our central location is ideal for offshore projects. More than 80 offshore windfarm marshalling projects have already been realised from our port: on our sites, everything is prepared for the construction and installation of offshore wind turbines. To this end, we have built up a rock-solid logistics network, comprising our own terminals, large-scale production sites and a comprehensive range of services.

[→ More about our position](#)



Located at the heart of European logistics

Our port is strategically located on major European transport corridors and serves as a key link for major European players.

- The North Sea–Rhine–Mediterranean Corridor (NSRM) connects eight European countries. We are an ideal multimodal hub on this corridor for trade between Western and Southern Europe.
- The North Sea–Baltic Corridor runs from the North Sea to the Baltic Sea and facilitates trade between Northern and Eastern Europe. Here too, we serve as a multimodal hub.
- United Kingdom and Germany: we offer strong routes to Germany and regular line services to the UK.
- France: our port is the link between European mainports and the French hinterland. With the Seine–Scheldt link, that role will become even more important.





Our ten largest trading partners
by tonnes of goods transhipment
in 2025 are:

1. Great Britain
2. Canada
3. United States
4. Sweden
5. Brazil
6. Norway
7. Spain
8. France
9. Turkey
10. Finland





What North Sea Port stands for

The course of our port company

Our port handles more than loading and logistics. Since the merger in 2018 – in which Port of Ghent and Zeeland Sea Ports (Mussingen and Terneuzen) joined to form North Sea Port – we have followed a clear course. Together with partners and #wavemakers, we make the port economically strong and socially valuable.

European engine

As a European top port, we are a strong engine for the regional, national and European economy.



Strong port community

We focus on trust and a personal approach. Together with the port community we are working to foster growth, safety and a strong region.

#Wavemakers

Our top team consists of true #wavemakers, working every day on a sustainable and connected region in Europe: economically strong, future-oriented and full of energy.

The core values of our port company

Community building, respect and future-proof working: these are the core values of North Sea Port. They guide us in making choices that matter – today and for future generations.

Community building

Collaboration is our standard. We learn from one another, support one another and strive to make a positive impact – on the organisation, ourselves and the team. We share knowledge and encourage growth and development.

Respect

With us, everyone is welcome to be who they are. North Sea Port is more than just a workplace; we are a welcoming home. Openness, trust and appreciation foster security and growth. This ensures that everyone is seen, supported and challenged.

Futureproof

Together with customers and environment, we work on sustainable and innovative solutions. Agile and decisive, we deliver value and results, with a clear vision of the future.





Our value chain and stakeholders

Value chain of North Sea Port

North Sea Port creates value by developing a unique industrial-logistics ecosystem, facilitating sustainable energy and raw material flows, directing safe and efficient logistics chains, modernising infrastructure and linking all of this to quality of life and strategic added value for Europe.

Preconditions

Location

Our cross-border location provides access to the North Sea via Vlissingen and the Western Scheldt. The port areas are connected via the Ghent-Terneuzen Canal and the North Sea locks. Thanks to our connection to the TEN-T corridors and multimodal links with the hinterland, North Sea Port occupies a central position within the European energy and raw materials supply chains.

Human capital

Our 260 employees have expertise in maritime affairs, logistics, infrastructure, the environment and safety. The wider ecosystem of 106,000 direct and indirect jobs supports industrial and logistics chains.

Governance and collaboration

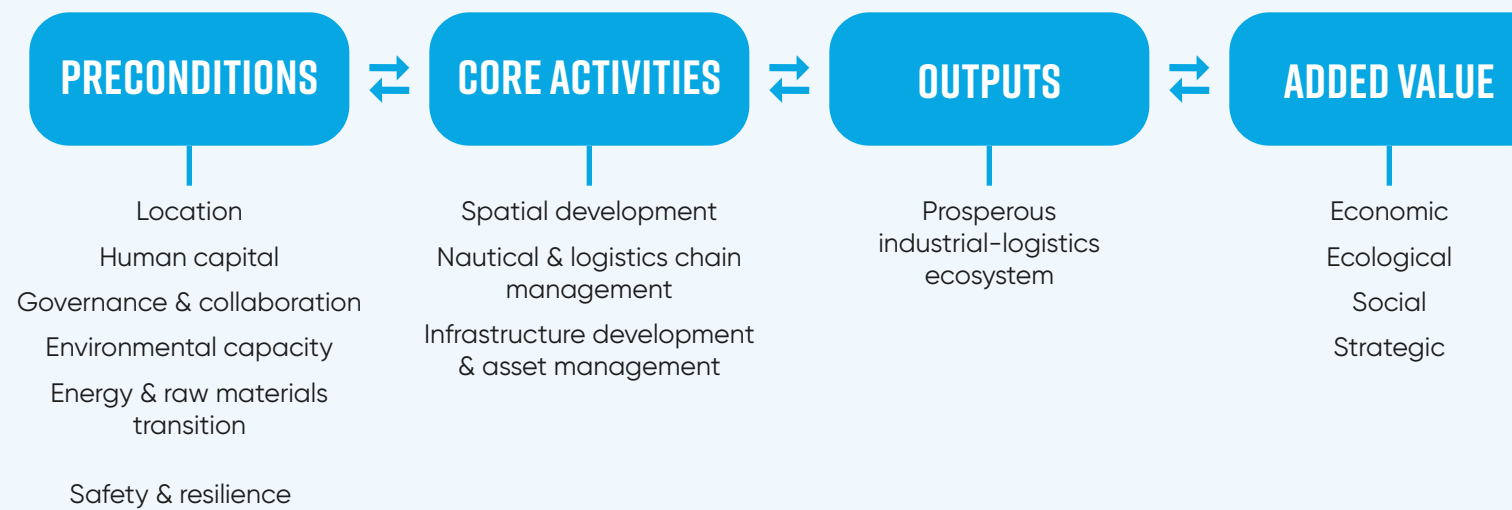
North Sea Port works closely with industry, research institutions, the Ministry of Defence and public authorities. The port authority acts as a link between businesses, infrastructure partners and policymakers.

Environmental capacity

The port provides space for environmental, water, living environment and climate adaptation initiatives, including buffer zones, nature conservation and a focus on biodiversity, water and soil quality.

Energy and raw materials transition

North Sea Port has infrastructure for H₂ import and production, CO₂ transport and storage, renewable energy and circular raw materials supply chains. Safety, security and resilience
The port ensures physical security, cybersecurity and resilience against subversion, and supports defence and military security.



Core activities

Spatial development

As area managers, we oversee the strategic use of space within the port area. We optimise existing space, make decisions regarding the allocation of new sites, and create additional space for transition projects and new economic activities.

Maritime and logistics chain management

We ensure safe and efficient shipping operations, maritime services and traffic planning. In doing so, we place a strong emphasis on multimodal connections to, within and from the entire port area.

Infrastructure development and asset management

We develop and manage railways, quays, waterways and pipelines. Using sensors and data-driven maintenance, amongst other technologies, we proactively protect our infrastructure and other assets.

Outputs

A thriving ecosystem

North Sea Port forms an efficient, resilient, multimodal and future-proof industrial and logistics ecosystem that attracts businesses and enables them to grow. The port offers access to sustainable energy and raw materials, space for circular and industrial growth, a safe and efficient maritime supply chain, reliable and modern infrastructure, and connected, innovative ecosystems.

Added value

Economic value

Port activities create thousands of jobs, both directly and indirectly, while also stimulating investment, for example in infrastructure, technology and multimodal connections. Furthermore, businesses in our port area benefit from the unique port-related ecosystem. Collaboration, knowledge exchange and other initiatives lead to cluster competitiveness and enhanced competitive strength. Finally, their business activities generate significant added value, which strengthens the wider economy.

Ecological value

As part of our ambition to be climate-neutral by 2050, we are fully committed to CO₂ reduction, the energy and raw materials transition, and a significant modal shift. We are also strengthening local nature and biodiversity. At the same time, we are optimising our infrastructure so that we remain equipped to cope with the consequences of climate change in the future.

Societal value

We contribute to the quality of life, safety, mobility and well-being of local residents. Among other things, buffer zones and transition areas separate residential areas from the port, which improves the living environment. We apply strict safety standards to ensure our port infrastructure and operations are resilient against subversive activities and other risks.

Strategic value

We play a crucial role in strengthening Europe's strategic autonomy in the fields of energy, critical raw materials, defence and security of supply. After all, our port serves as a gateway for the import, storage, processing and distribution of energy sources, critical raw materials and other supply chains, thereby contributing to security of supply.

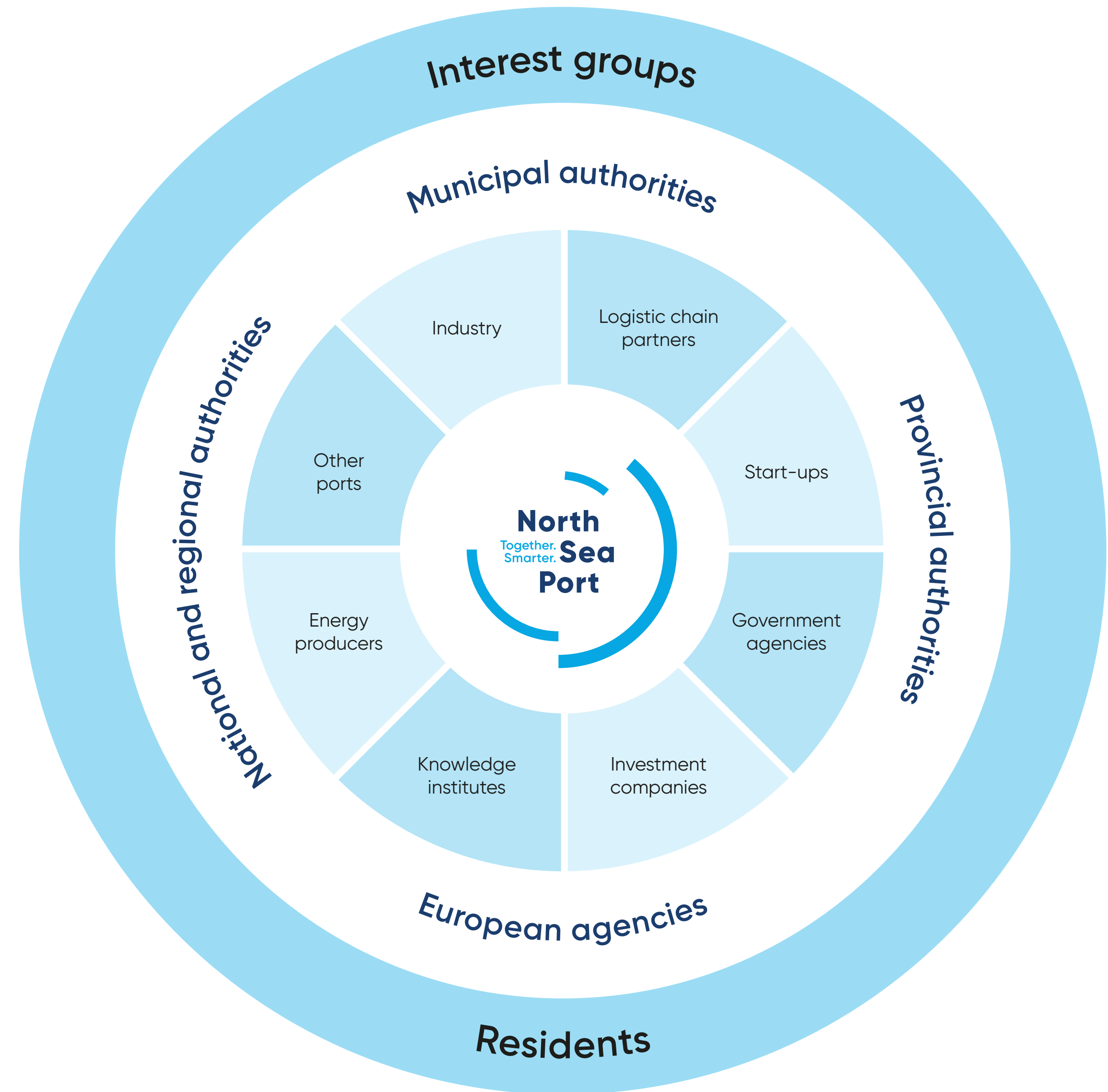


In constant dialogue with our stakeholders

North Sea Port acts as a facilitator in building strong relationships within the port community, both locally and nationally and internationally. We help steer the development of the port area and bring various parties together.

Our stakeholders include:

- **Companies and knowledge partners:** industry, logistics chain players, start-ups, investment companies, energy producers, knowledge institutions and other ports.
- **Governments:** European, national, regional, provincial and municipal.
- **Residents and interest groups:** local residents and representatives of civil society organisations.





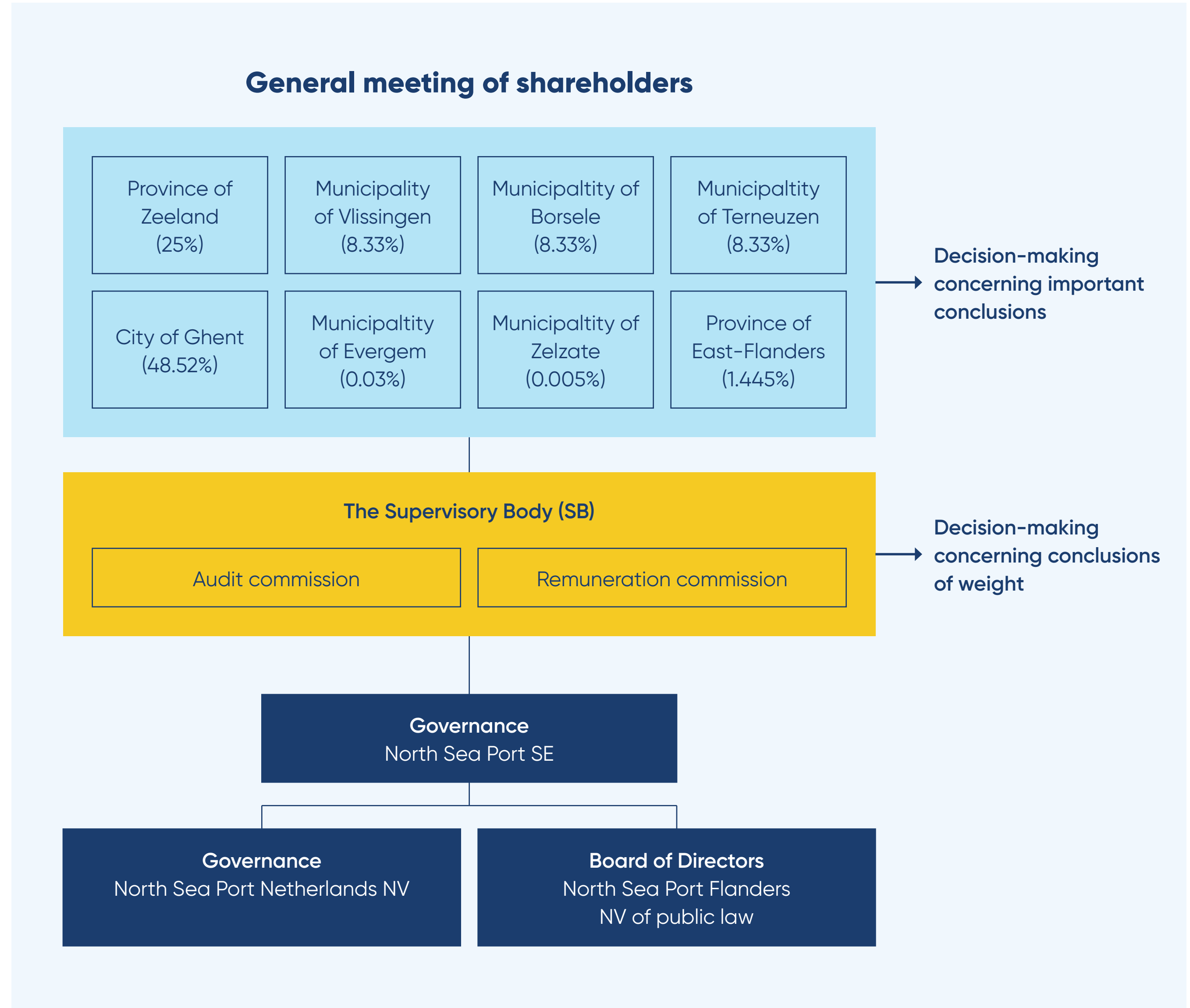
Governance and risk management

General governance

Our port's board is embedded within a clear structure, which helps us stay on course. Our key governing, executive and supervisory bodies are the General Meeting of Shareholders, the Supervisory Body (SB), the Board and the Management Team.

General meeting of shareholders

North Sea Port SE has four Dutch public and four Flemish public shareholders. On the Dutch side, the Province of Zeeland is the largest shareholder (25%), followed by the municipalities of Borsele, Terneuzen and Vlissingen (each 8.33%). On the Flemish side, the City of Ghent is the largest shareholder (48.52%), followed by the Province of East Flanders (1.445%), the municipality of Evergem (0.03%) and Zelzate (0.005%).





Supervisory body

The Dutch and Flemish shareholders each nominate four members to sit on the Supervisory Body (SB). The chairmanship alternates annually between Sofie Bracke (Alderman for Economy, Trade, Sport and the Port of the City of Ghent) and Pieter van Geel (former State Secretary in the Netherlands). They are supported by Wilfried Nielen, Stijn Ronsse, Liesbeth Sinke, Ann Vereecke, Albert Vader and Filip Watteeuw. Each SB member brings extensive experience, and independent and political talents complement one another. For each shareholder group, on both the Dutch and Flemish sides, a minimum of two independent members and a maximum of two political representatives are appointed.

In accordance with the articles of association and the applicable regulations, at least one third of the members of the SB must be women and at least one third must be men. Currently the SB consists of 3 women (37.5%) and 5 men (62.5%).

Governance

The North Sea Port Board consists of four members: Cas König (Chief Executive Officer), Maarten den Dekker (Chief Commercial & Sustainability Officer), Peter van Parys (Chief Operational Officer) and Sofie Monteyne (Chief Financial Officer).

The four directors are responsible for specific clusters, which are managed by cluster managers. The cluster managers together form the Management Team (MT). Each member of the Management Team leads an integrated team of Dutch and Belgian staff.

Management team

Responsibility for day-to-day operational activities within North Sea Port lies with the Management Team (MT). Each MT member is responsible for the execution of day-to-day operational activities within his or her cluster.

A new captain for North Sea Port

Cas König has been at the helm of our port since June 2025. With his extensive experience and fresh perspective, he aims to strengthen North Sea Port economically and at the same time accelerate its transition to sustainability.

What stands out for you from your first few months as CEO?

“What struck me most is the enormous diversity of activities in our port. It is exceptional that a single port is so strong in such diverse sectors as offshore, automotive, energy and food. Every new meeting with stakeholders confirms that broad profile and enriches my understanding of what North Sea Port can mean today and tomorrow.”

How can the port offer its stakeholders added value?

“Our core task is to provide maximum support to the companies in our port area, both in their day-to-day operations and in their future plans. That means we must continue to invest in the solutions of the future. The energy and raw materials transition is underway and



requires scaling up. We play a leading role in this, for example by providing the right infrastructure.”

What are your plans for the future?

“The potential of the New Lock in Terneuzen is enormous. As one of the largest locks in the world, it has the potential to become the most important gateway between the European mainland and the rest of the world. It is crucial that we capitalise on this asset as soon as possible. In that light, further optimisation of the Ghent-Terneuzen Canal is also of great importance.”

[→ More about our governance](#)

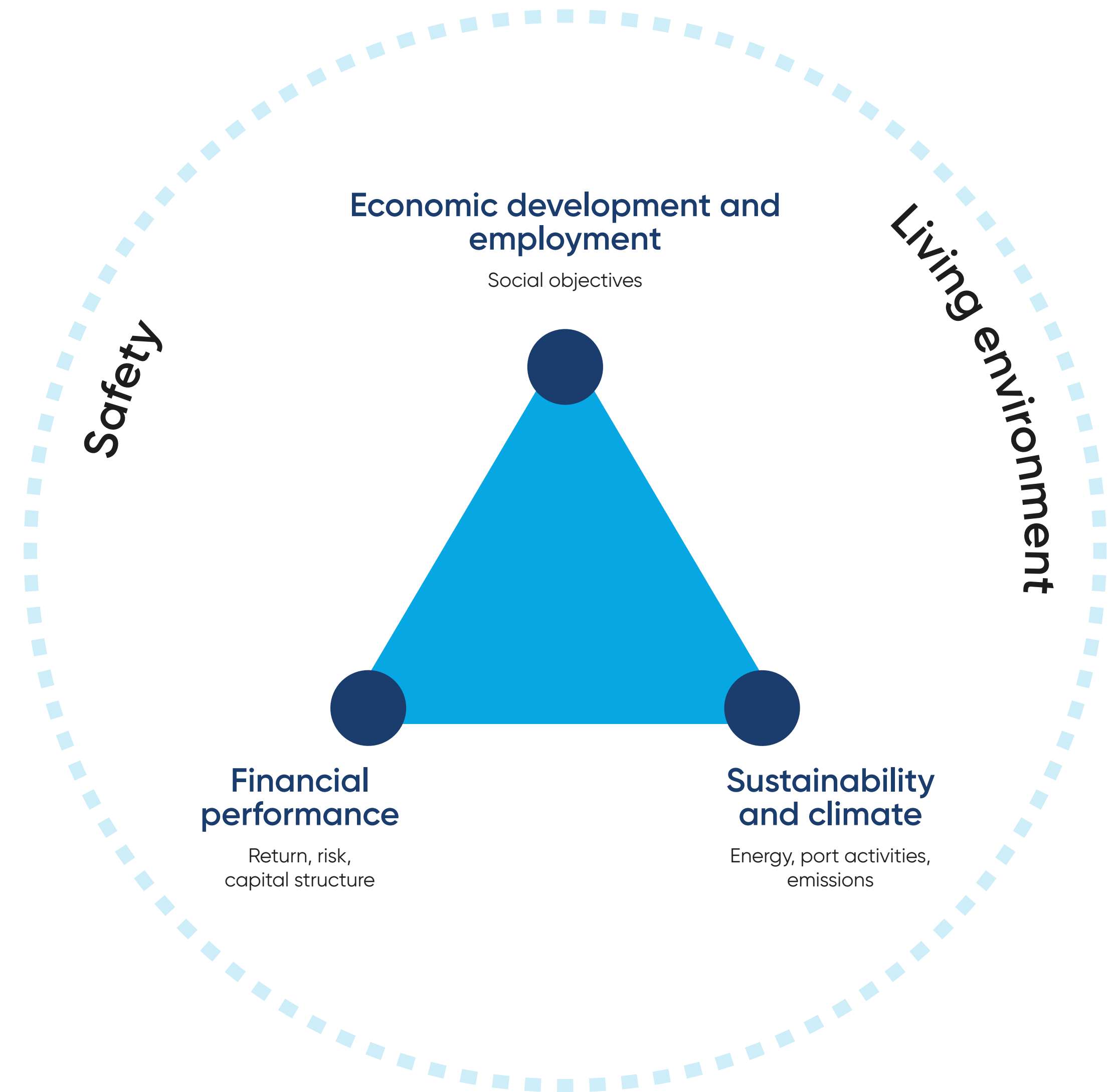


Our ESG governance

Our environmental, social and governance (ESG) policy is supported by various departments within North Sea Port. Overall responsibility for ESG matters lies with our Chief Commercial & Sustainability Officer. We also build on the shareholders' mandate for North Sea Port, and the SB and the Board are closely involved throughout the year.

A sustainable perspective from the shareholders

Sustainability is an integral part of the shareholder strategy and Impact 2030, our strategic plan towards 2030. Our shareholders have tasked us with creating value through a good balance between economic development, sustainability and financial performance. To express this balance, the strategic triangle has been created. A safe port area and the quality of the living environment are fundamental conditions that underpin the strategic triangle.



FULL STEAM AHEAD TO THE FUTURE

Sustainability at North Sea Port

- Charting our course
- Sustainability: crucial in our strategy
- Impact within the port authority
- Impact on the port area
- Impact on the environment
- Impact on Europe and the world





On course for the future: sustainability at North Sea Port

Our sustainability agenda is built on what truly matters: the key topics from our double materiality assessment and the choices we established in Impact 2030. That way, it is clearly embedded in our broader strategic direction.

Charting our course

Double materiality assessment (2023)

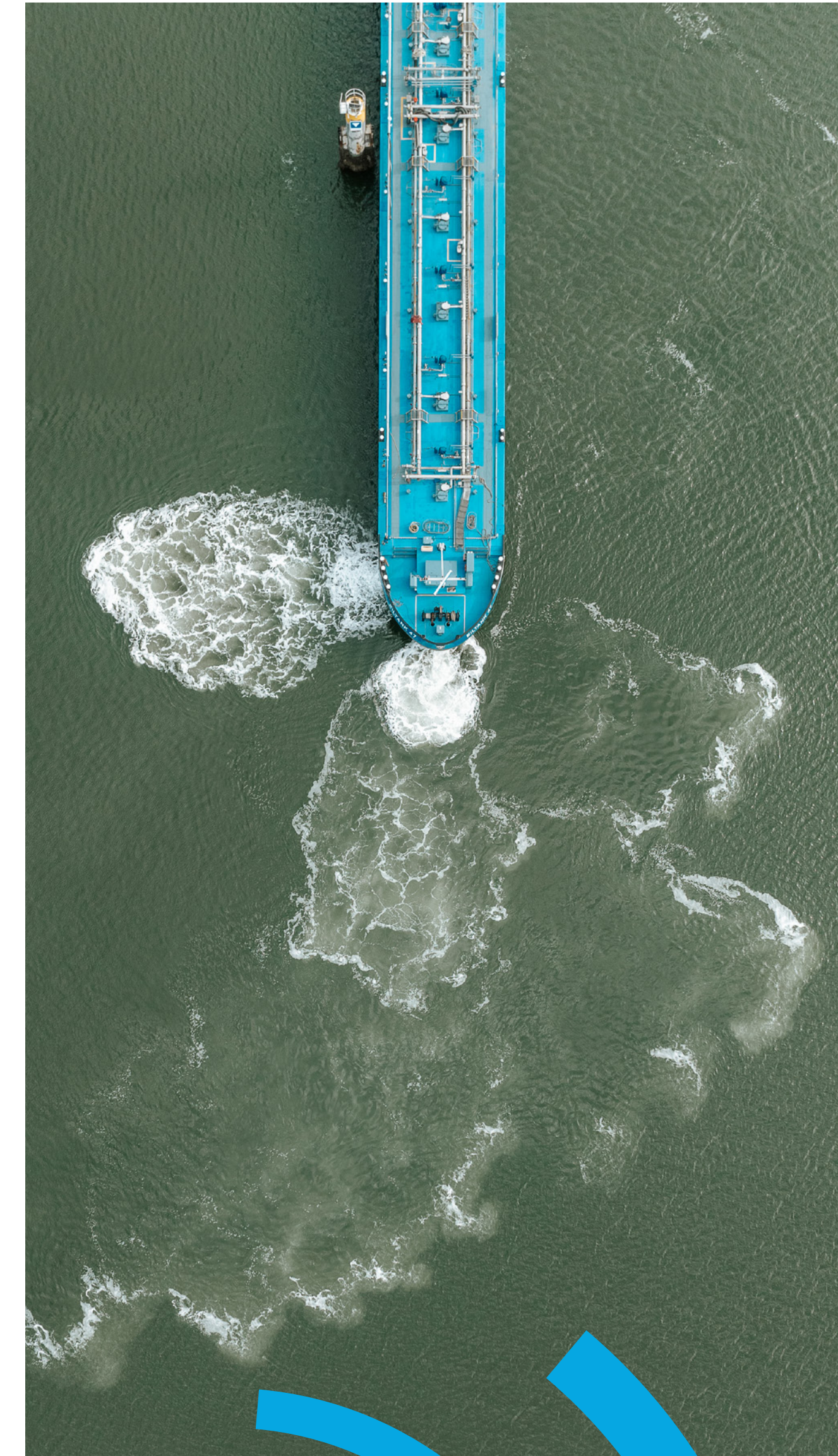
In 2023, the North Sea Port Authority carried out a double materiality analysis to identify and prioritise key sustainability issues. We considered both the potential positive or negative impact of our activities on people and the environment, and the risks and opportunities facing us – following the provisions of the Corporate Sustainability Reporting Directive (CSRD)¹.

For our assessment, we drew on various sources, such as internal documents, benchmark analyses of other ports and sector-wide sustainability trends. In-depth interviews and workshops provided further insights into the priorities and the links between ESG topics. The Board and the Management Team validated the list of material topics, which was subsequently approved by the Audit Committee. Our validation process ensures that the selected sustainability topics are properly aligned with the strategic direction and firmly embedded in our decision-making structure.

Link to our strategic plan Impact 2030

With the strategic plan Impact 2030, the port authority is focusing on targeted growth, sustainability and connection with the local community. In this way sustainability is integrated into our overall business strategy. Impact 2030 builds on our previous strategic plan, Connect 2025, and also looks ahead to 2035, enabling us to respond to the challenges of today and tomorrow.

¹ Since this assessment, the legal provisions have changed with the EU Omnibus. Although we are no longer subject to the obligations, North Sea Port consciously chooses transparency. This report clearly sets out our sustainability strategy, with measurable outcomes.





Action areas of Impact 2030

With Impact 2030, we are focusing on **five areas of action**, each with specific actions, outcomes and initiatives:

1. We are a **European top port** for customers with sustainable ambitions in the manufacturing and process industries and related logistics.
2. We increase our **resilience and invest in the safety** of the port and the environment.
3. We create **space for targeted growth**, with a focus on the ambitions surrounding the energy and raw materials transition and sustainable multimodal logistics.
4. We realise and accelerate smart and **sustainable port infrastructure**.
5. We strengthen our direction for effective and sustainable **logistics chain connections**.

These areas reflect our commitment to sustainability: from the energy and raw materials transition, through the circular economy and multimodal logistics, to energy projects and the raw materials of tomorrow, such as scrap metal, CO₂, plastics, building materials and biomass.

The key themes and priorities of Impact 2030 run like a common thread through this sustainability report; the two are inextricably linked.

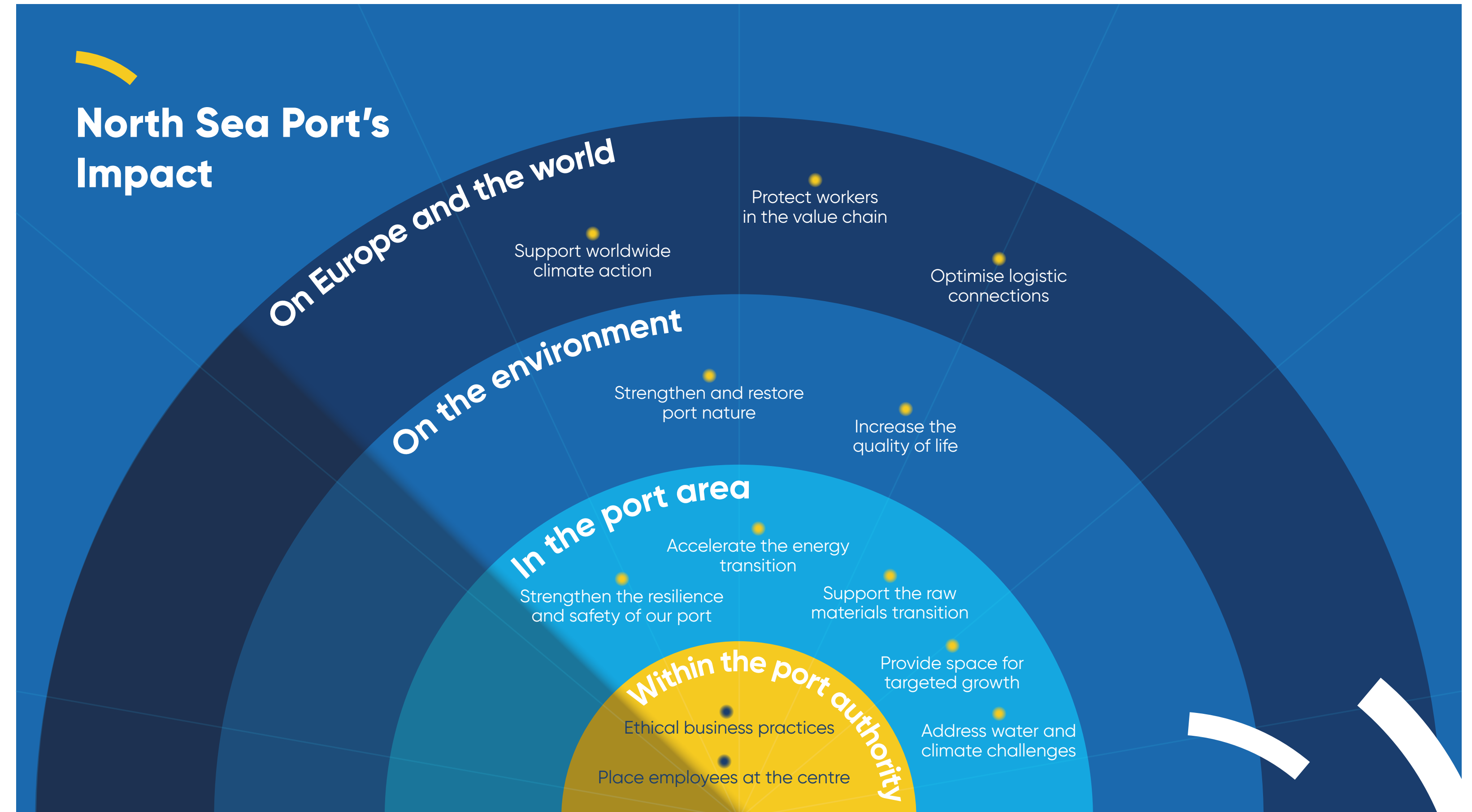
[→ More about Impact 2030](#)



Sustainability: crucial in our strategy

North Sea Port is building a future-proof port where economic growth and sustainability go hand in hand. In our Impact 2030 strategy, sustainability is the common thread running through everything we do. With a clear vision and a decisive approach, we are charting a course towards a resilient and future-oriented port.

As an international company, our impact extends from our organisation and the port area to the region, Europe and the rest of the world. We are a true connector and work both independently and in collaboration with our stakeholders towards a climate-neutral, safe and prosperous port.





Our impact within the port authority

Sustainability starts with **us**. As a port authority, we value our #wavemakers and offer them a safe, inclusive working environment where development and innovation are central. Integrity and responsibility form the foundation of our corporate culture. We keep our own CO₂ emissions as low as possible, act in accordance with high ethical standards and embed sustainability in our decision-making. Our employees help to implement our strategy and are our most important ambassadors. This way, we set a good example in sustainable business practices.

→ Focus points

- Place employees at the centre
- Ethical business practices



Our impact on the port area

In the port area, we are a driving force behind the sustainable transition. We create connecting port infrastructure and provide space for targeted growth. Through investments in renewable energy and sustainable fuels, we are accelerating the energy transition. In addition, we encourage circular solutions: we promote water reuse and bring companies together to make smart use of waste streams. Resilience, safety and security – both physical and digital – are always our top priority. We apply strict standards and work closely with partners to guarantee a safe port. Finally, we are working on climate adaptation and tackling water issues such as drought, flooding and salinisation.

→ Focus points

- Provide space for targeted growth
- Accelerate the energy transition
- Support the raw materials transition
- Address water and climate challenges
- Strengthen the resilience and safety of our port



Our impact on the environment

To improve the quality of life **in and around the port area**, we preserve valuable natural areas wherever possible and create new blue-green zones, in collaboration with local partners. This way, we protect the environment from the effects of biodiversity loss, climate change and water-related challenges. We are also reducing traffic congestion, noise and emissions. We promote energy efficiency, sustainable mobility and innovation, thereby contributing to climate targets. At the same time, we are tackling local pollution – from air and water to soil – with extra vigilance and clean technologies.

→ Focus points

- Strengthen and restore port nature
- Increase the quality of life



Our impact on Europe and the world

Our sustainability efforts extend **far beyond national borders**. We connect regions and markets and take our responsibility within the value chain. North Sea Port works with other ports to make shipping greener through sustainable shipping routes and international knowledge exchange. In this way, we contribute to energy security and circular growth in Europe. By reducing emissions and working towards a climate-neutral port, we promote global climate action. At the same time, we are committed to fair working conditions and the development of workers within the international value chain.

→ Focus points

- Support worldwide climate action
- Protect workers in the value chain
- Optimise logistic connections



Our impact

01

On Europe and the world

Support worldwide climate action

Protect workers in the value chain

Optimise logistic connections

On the environment

Strengthen and restore port nature

Increase the quality of life

In the port area

Accelerate the energy transition

Strengthen the resilience and safety of our port

Support the raw materials transition

Within the port authority

Provide space for targeted growth

Ethical business practices

Address water and climate challenges

Place employees at the centre



Place employees at the centre

Three locations, two countries, but above all one team: since the merger in 2018, North Sea Port has been working purposefully to build a shared identity. We ensure fair terms of employment and always prioritise health and safety – essential in a port environment with critical infrastructure and operations. We safeguard the work-life balance, actively promote wellbeing, and consider equal treatment and equal opportunities to be a matter of course. Employees at every level have access to training and development. We are proud of the diversity within our team and strive for gender equality, equal pay for equal work and the inclusion of people with disabilities.

Our approach

A solid foundation is crucial. Due to differences in national legislation, **employment conditions** in the Netherlands and Belgium are not directly comparable. But wherever our employees are based, we offer attractive terms and conditions everywhere. Everyone receives a competitive salary, additional holiday entitlement, mobility allowances, pension contributions and supplementary insurance.

We also pursue an active and positive **HR policy** on safety, health and wellbeing. The relevant agreements are set out in the Employment Policy (Netherlands) and the Employment Regulations

and Remuneration Policy (Belgium). These frameworks cover topics such as an age-conscious personnel policy, part-time work, codes of conduct, preventive measures and risk assessments.

Well-being is given special attention through the **Wellbeing Together** programme. This comprehensive policy focuses on three pillars: physical, mental and social well-being. Staff can access the programme via a digital platform. We use the platform to organise regular pulse checks to monitor staff well-being, covering topics such as workload and disconnection.

Our **HR and IT Code of Conduct** provides a single integrated framework for all employees and sets out how we interact professionally, safely and respectfully with one another and with our digital environment. It sets out expectations regarding integrity, transparent communication, equal treatment, confidential information and conflicts of interest. In addition, the code provides guidelines for responsible ICT use, including password management, cybersecurity, protection of company data and handling of hardware and software.

Finally, North Sea Port has clear **reporting systems and procedures** in place to safeguard employees' rights. We offer support through internal and external confidential advisors and external service providers specialising in areas such as psychological support (more on this in the chapter ['Ethical business practices'](#)).



Our strategic objectives

Our #wavemakers are helping to build a strong, future-oriented port. In return, we want to give them the wind in their sails with an attractive working environment and ample opportunities for development. Based on this mutual commitment, we are working together towards the following strategic objectives:

Resilience

Raising awareness of well-being and safety and creating optimal working conditions

Agility

Enhancing learning capacity and maximising overall employability both internally and externally

Leadership

Strengthening leadership as a prerequisite through connection, results-oriented and ownership

Inclusive

Creating the conditions for an inclusive organisation and projecting this as proud #wavemakers as a European port

These objectives are translated into a concrete HR action plan comprising a range of initiatives, such as risk assessments, training plans and programmes focused on physical and mental health. In doing so, our core values of **community building, respect and future-proofing** continue to guide our approach.

CASE



Towards maximum uniformity

Where possible, we align procedures and arrangements for employees in Belgium and the Netherlands. For example, our **recruitment process** follows a standardised step-by-step plan, regardless of the role or the country in which you are applying.

We have also formalised our **onboarding process**. Whereas this used to vary significantly by department and country, since 2025 we have been following a clear workflow, compatible with our new planning system. New employees receive a personalised welcome, a mentor and – depending on the role – pre-defined training programmes. Prevention and the available support channels are standard topics in this process.



Highlighted actions

Strengthening digital skills

An HR audit and corporate risk assessment revealed that not all employees possessed sufficient digital skills to make the most of our systems and tools. Based on this, we drew up an action plan with concrete objectives, such as improving digital skills and fostering a digital growth mindset. By 2025, various training courses had already been offered as part of this initiative, both online and in person. For the near future, AI literacy is also on the agenda.

Offering cross-functional training

North Sea Port offers targeted training and development opportunities, both organisation-wide and for specific groups of employees. This enables employees to deepen their skills within their role and develop more broadly. Key cross-functional training courses in 2025 also covered information security, [subversion and cybersecurity](#) – crucial topics for a port. We offer additional individual support to employees with specific needs.

Additional initiatives in 2025

- Whilst drafting the Impact 2030 plan, we organised a wide-ranging internal consultation process. This ensured that our strategy is aligned with our internal reality.
- By bringing staff together around key topics and organising regular get-togethers, we continue to strengthen engagement and collaboration. The quarterly staff meeting is an important opportunity for coming together. In 2025, we also organised lunch sessions on topics such as breathing techniques and the development of our climate adaptation plan. Initiatives from the teams themselves also encourage mutual collaboration and knowledge sharing.
- We launched the Wellbeing.Together programme, standardised our onboarding process and updated our HR and IT codes of conduct in line with the latest legal requirements (see above).





CASE

Our performance

Meet our team of #wavemakers. North Sea Port is...

Situation as at 31 December 2025



260 employees



260 employees



In Belgium



In the Netherlands

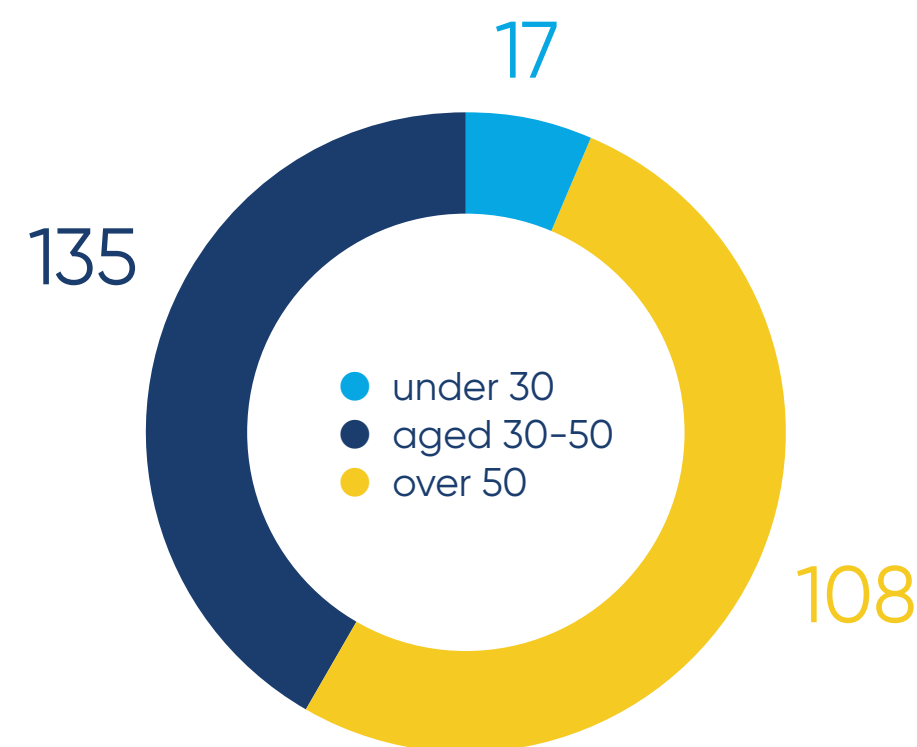


1.15%

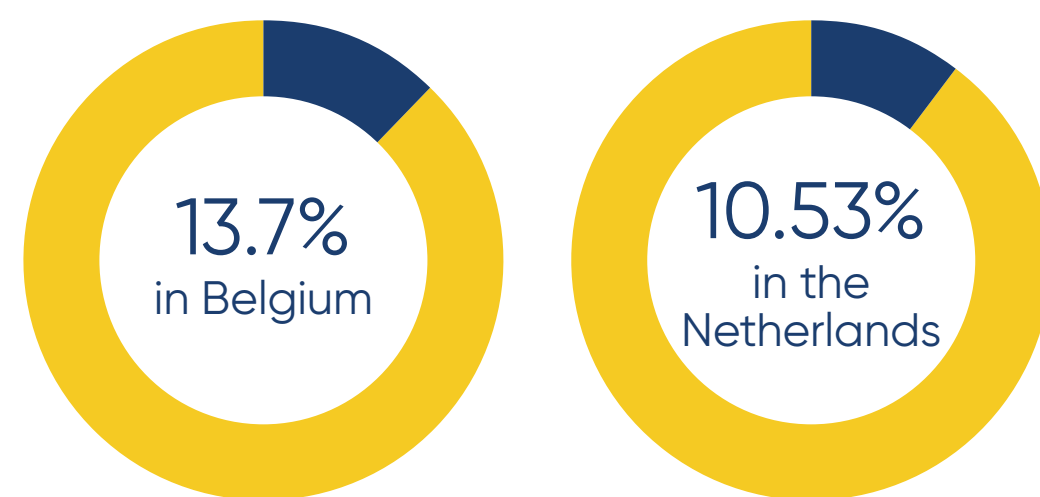
of employees with a disability (*)

(*) This is calculated as follows, based on the numbers on 31 December:
 Belgium = employees with a recognised disability for which a tax allowance is registered;
 Netherlands = employees with distance from the labour market for whom we receive subsidy.

Age distribution



Family leave



A safe working environment

We are strongly committed to the safety of our staff. A large proportion of our employees work in an office environment, where risks are limited. In field roles, there are more specific risks, such as subversion in certain roles, or risks associated with the maintenance and management of infrastructure and with nautical services on and around the water. In all cases we operate within a strict legal framework, which also protects **workers in the value chain**, for example among subcontractors.

A safe port also means resilience against physical and digital external threats. You can read more about this in the chapter **'Strengthen the resilience and safety of our port'**.



Safety and health key figures in 2025

- 1 recordable work-related accident in Belgium, 4 in the Netherlands
- 0 fatal incidents
- 100% of own personnel covered by a health and safety management system



Equal opportunities and fair remuneration

North Sea Port aims to offer all its employees equal pay for equal work. That is why we actively monitor the gender diversity of our [Supervisory Board](#) and calculate the pay gap between male and female colleagues. If we compare the average hourly wage in 2025, we see that female employees in Belgium earned 6.6% more than their male colleagues. In the Netherlands, male employees earned on average 14.59% more than their female colleagues. We continue to monitor and analyse these differences, taking into account job level, seniority and context. The pay gap between the highest salary and the median stands at 2.79 in Belgium and 2.86 in the Netherlands.

Respectful working environment

North Sea Port aims to provide its employees with a working environment in which they feel safe and respected. In 2025, North Sea Port received two internal reports via the whistleblowing channel. In accordance with our policies and the EU Whistleblower Directive, these reports were investigated by an independent external party. Based on the conclusions of these investigations, internal improvement measures were implemented. No breaches of legislation or regulations were identified. All whistleblowers received feedback within the statutory timeframes regarding the progress and resolution of their report.

Lifelong learning

We encourage our staff to continue developing in line with their roles and future challenges. We expect all our staff members to take part in performance and appraisal reviews. Male employees attended an average of 52.56 hours of training, whilst female employees attended an average of 29.75 hours of training.

Stable employer

Given the tight labour market, North Sea Port has a low staff turnover rate. In 2025 21.32 FTEs left the organisation, which corresponds to a turnover rate of 7.98 per cent. By way of comparison: according to HR studies, an annual turnover rate of 10 per cent is common. Our figure underscores our position as a stable and attractive employer.

Limited absenteeism, high engagement

We also performed well in terms of absenteeism in 2025. In Belgium, absenteeism stood at 5.76%, and in the Netherlands at 2.85%. This means our absenteeism figures remained below the national averages – yet another indication of high engagement and a healthy working environment.

Family and care leave: needless to say

100% of our employees are entitled to family leave, and all permanent employees are entitled to carer's leave. This applies in both Belgium and the Netherlands. The term 'family leave' covers both parental leave and carer's or family leave. In 2025, 13.7% of our staff in Belgium took advantage of this entitlement, of whom 3 in 10 were men and 7 in 10 were women. 10.53% of employees in the Netherlands took family leave, and this was equally divided between men and women.

CASE



North Sea Port addresses its own CO₂ emissions

Sustainability is a genuine way of thinking within our team. As a port authority, our direct CO₂ emissions are relatively limited within our total carbon footprint: we control only xx per cent of our total emissions.

Our own emissions stem mainly from our vehicle fleet and the heating of buildings. We are reducing these emissions in a targeted manner by electrifying our commercial vehicles and phasing out fossil fuel sources.

The vast majority of our carbon footprint consists of indirect emissions from dredging and infrastructure works and shipping activities. As this is where the bulk of our impact lies, we discuss our broader climate policy and our ambitions in detail in the chapter ['Support global climate action'](#).



Ethical business conduct

A port authority is confronted with heightened risks, such as subversion, crime and corruption. To stand firm against these, an organisation of integrity and up-to-date, clear and decisive policies are indispensable. Only in this way can ethical business practices become a matter of course. In line with our strategic programmes, we also actively participate in the social and policy debate, including by advocating for the further sustainability of our port area.

Our approach

In the 'General Management' section, we have already explained how our shareholders, our supervisory body, our board and management team work together to chart North Sea Port's course. Consistently following that course is a **shared responsibility** of our entire team of #wavemakers.

Both within our organisation and in the port area, we apply clear rules and a transparent policy. Various regulations are currently in force, including those relating to subversion, cybersecurity, procurement and tendering.

North Sea Port is also working on **additional measures in response to new and stricter legislation and regulations**. For instance, the Dutch Port Security Act imposes specific requirements on seaports to protect ships and port facilities against malicious acts. In Belgium, the Maritime Security Act, which obliges companies in the port to implement an internal screening policy, was sharpened in 2024.

CASE

Expansion of our screening policy

A safe port starts with us. That is why we are working on a harmonised internal screening policy for Belgium and the Netherlands. We are doing this in close consultation with the other Flemish and Dutch seaports, the Belgian National Maritime Security Authority and Mainport Seaports.

The legislator has set clear deadlines. By 2027, all staff in critical roles at a Belgian port must undergo an external security vetting, for example regarding criminal offences linked to drug-related crime, radicalism and extremism. In the Netherlands, the port area was included in 2025 as a high-risk area in the application for a Certificate of Good Conduct (CGC), specifically to combat drug-related crime.



Our strategic objective

We safeguard the **security and integrity** of our own organisation and, by extension, that of the entire port area. This objective is reflected in our planned screening policy, our whistleblower scheme and our confidential advisor. Key external initiatives include the 'Say No' campaign (see opposite) and (anonymous) reporting channels.

Highlighted actions

Preventing subversion and enhancing cybersecurity

As an economic driver, the port is unfortunately also a target for subversion. When port facilities are misused for illegal activities, it is not only the safety of port operations that is compromised, but also that of neighbouring communities.

To strengthen our **resilience** in a systematic way, we are taking action at various levels:

- **Own employees**
We regularly organise (compulsory) training courses on security awareness, cyber security, subversion and crime in the port. Campaigns such as 'Say No' and e-learning modules such as 'Recognise Crime' contribute to this awareness. All our staff also undertake Hoxhunt training. Hoxhunt is an advanced platform for continuous cybersecurity training that helps staff to recognise and prevent phishing attacks and other cyber threats.
- **Companies in the port area**
We encourage businesses to raise awareness among their employees as well. Through campaigns such as 'Say No', we provide communication materials.

- **Wider area**
Anyone with suspicions of criminal activity or subversive behaviour can report this via existing reporting channels: in the Netherlands via Veilige Zeehavens, in Belgium via PortWatch. North Sea Port is also a member of the Mainport Programme Seaports Zeeland - West Brabant, a partnership that makes Dutch seaports more resilient to subversive crime. Joint measures deter criminal activities and enhance security in the ports of Moerdijk, Vlissingen/Borsele and Terneuzen. The programme includes, among other things, physical security measures, such as smart fencing with CCTV, and communication campaigns such as 'Say No'.

Own employees

Companies in the port area

Wider area



CASE

Say no

*Don't say yes straight away
Think for two seconds*

*Say no to
crime in the port.*

In 2025, we launched a social media campaign, 'Say No', which encourages port staff to be alert to signs of potential crime. Short videos show how seemingly innocent requests can have a criminal motive, and ask people to pause for a moment before responding.

The campaign focuses alternately on raising awareness, recognising signs, being resilient and reporting. 'Say No' is an initiative of Mainport Zeehavens Zeeland - West-Brabant and runs over a period of three years.

→ More on this case



Engaging in policy dialogue

Ethical business conduct also encompasses the way in which we represent our interests and participate in public debate. North Sea Port plays an active role in consultative forums, industry associations and discussions with government bodies, and takes part in consultations on relevant policy issues.

Our positions are always aligned with the shareholder strategy and strategic plan of North Sea Port. We do not make any direct or indirect financial or non-financial contributions to political parties or activities. At European level, our advocacy activities are registered in the European Union's Transparency Register.

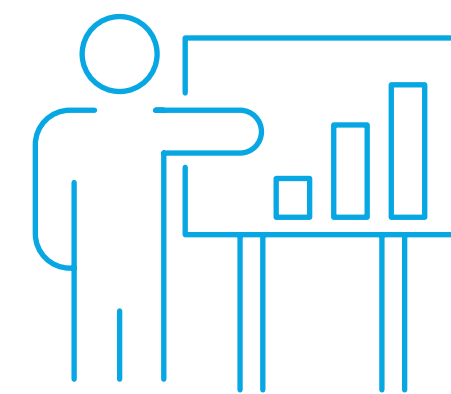
Analysing business risks

Every year, we commission a corporate risk assessment to be carried out by an external consultant. This analysis identifies potential risks to our operations. Key issues from previous assessments included [digital literacy among our staff](#) and subversion.



Our performance

As part of our efforts to build **resilience against subversion**, men undertook **131 hours** of training in 2025, whilst women undertook **118 hours**.



♀ 118 hours
women

♂ 131 hours
men



0 incidents of corruption or bribery



100% of high-risk functions covered by a specific training programme

Our impact

02

On Europe and the world

Support worldwide climate action

Protect workers in the value chain

Optimise logistic connections

On the environment

Strengthen and restore port nature

Increase the quality of life

In the port area

Accelerate the energy transition

Strengthen the resilience and safety of our port

Support the raw materials transition

Within the port authority

Provide space for targeted growth

Ethical business practices

Address water and climate challenges

Place employees at the centre



Provide space for targeted growth

Due to the energy transition, the circular economy, infrastructure projects and growing demand for water-related space, pressure on space in our port is increasing significantly. This brings risks with it: the displacement of strategic activities, longer procedures, shortages of environmental space and increasing pressure on quality of life and safety. At the same time, it offers opportunities for infill development, reconversion and expansion, the development of hydrogen and circular clusters, multimodal strengthening and the creation of buffer and nature zones. Such choices have positive effects on the economy, employment and the climate transition, but require careful consideration to limit nuisance, cumulative emissions and pressure on nature.

Based on a strategic approach to land use, we will use the SDS to achieve our **growth objectives** in the energy and raw materials transition and multimodality. Many of these ambitions require both space for port- and water-related activities and space for the environment, both within and around our seaport. In addition to making smart use of the existing port areas, we will therefore acquire and develop additional space in phases.

Our strategic objectives

The energy transition, the shift towards circular value chains and the growing demand for sustainable raw materials place high demands on our infrastructure and space. We are therefore developing and acquiring the necessary space to facilitate the growth of our port:

Our approach

Our **Spatial Development Strategy (SDS)**, currently under development, is a spatial vision and development framework for our ambitions as a leading European port. It sets out agreed decisions on how to make the best use of our port area, and to ensure the port as a whole grows in a targeted manner. We outline in it which types of business are suited to which locations within our port.

Inward expansion

First and foremost, we are focusing our short-term priority on inward expansion. In doing so, we are making optimal use of the available space within the existing port area. This allows us to get the most out of our current land area.

Expansion

In addition, we are already preparing for the need, in the longer term, to acquire and develop additional space outside the current port area.



Thanks to the Spatial Development Strategy, we can respond in good time to the future space requirements of a sustainable industry, the logistics chain and innovative projects, and ensure that we, as a port, continue to operate in a flexible and forward-looking manner.



Highlighted actions

Innovative circular projects

Working together with industry, we are (re)developing areas such as [Deep-C Circular and North-C Circular](#). In this way, through our spatial strategy, we are supporting the energy and raw materials transition and multimodality.

Space at the infrastructure level

We are creating the necessary capacity for renewable energy sources, alternative fuels and multimodal logistics connections. The construction of new railways, roads and projects for the transport of sustainable molecules, such as hydrogen, via pipeline or waterways is only possible if we make the necessary space available.

Acquiring and developing new space

We are working with partners to establish a clear framework for acquiring and developing additional space for port and water-based activities. In this way, we strengthen the economy and society and contribute to European goals such as resilience and climate neutrality.



Accelerate the energy transition

The energy transition is leading to a fundamental shift in the way we generate, store and consume energy. This transition is accompanied by major challenges. For instance, a great deal of space is required for new infrastructure, whilst the necessary investments are substantial. Moreover, the shift from fossil fuels to renewable energy requires a robust electricity grid.

The demand for electricity from industry – for example, for the electrification of industrial processes, electrolysers and large-scale battery farms – already exceeds the available grid capacity. In this context, North Sea Port is taking an active role as port authority. Driven by our ambition to operate at net zero by 2050, we are creating the conditions that will enable companies to switch to sustainable production. Our investments in new infrastructure not only support the regional energy transition, but also stimulate innovation and sustainable employment in the port area.





Our approach

North Sea Port has various policies on sustainable energy, including a wind energy and solar energy policy, a multi-fuel policy and a battery guideline. Each of these documents is in line with the spatial preconditions set out in our spatial strategy (SDS), in the sense that developments must not impose any restrictions on the port's core activities. Our wind energy policy and solar energy policy both establish preconditions for renewable energy on port sites. The multi-fuel policy focuses primarily on the logistics sector and encourages the use of alternative fuels and electrification, with infrastructure, operational feasibility and CO₂ reduction taking centre stage. Finally, the battery guideline is an internal guideline for battery storage within North Sea Port. It provides guidance for colleagues working on battery projects and aims to ensure consistency in the implementation of battery systems in maritime and industrial environments. For our policy documents, please also refer to the information in the chapter '[Support global climate action](#)'.

We play a key role in the energy transition in the following **areas**:



We support green hydrogen production

Hydrogen plays a key role in making industry more sustainable. In our port area, 580 kilotonnes of hydrogen are already being produced and consumed. This figure will only increase in the coming years. We are preparing our infrastructure for this, including through the [cross-border pipeline network of Fluxys and Gasunie](#).

We support carbon capture and storage

Through carbon capture and storage (CCS), significant quantities of greenhouse gases can be captured and stored. Thanks to their location and the concentration of industrial activity, ports are well placed to play a key role in this. The development of CCS infrastructure in our and other ports forms the basis for a future (cross-border) network of CO₂ pipelines.

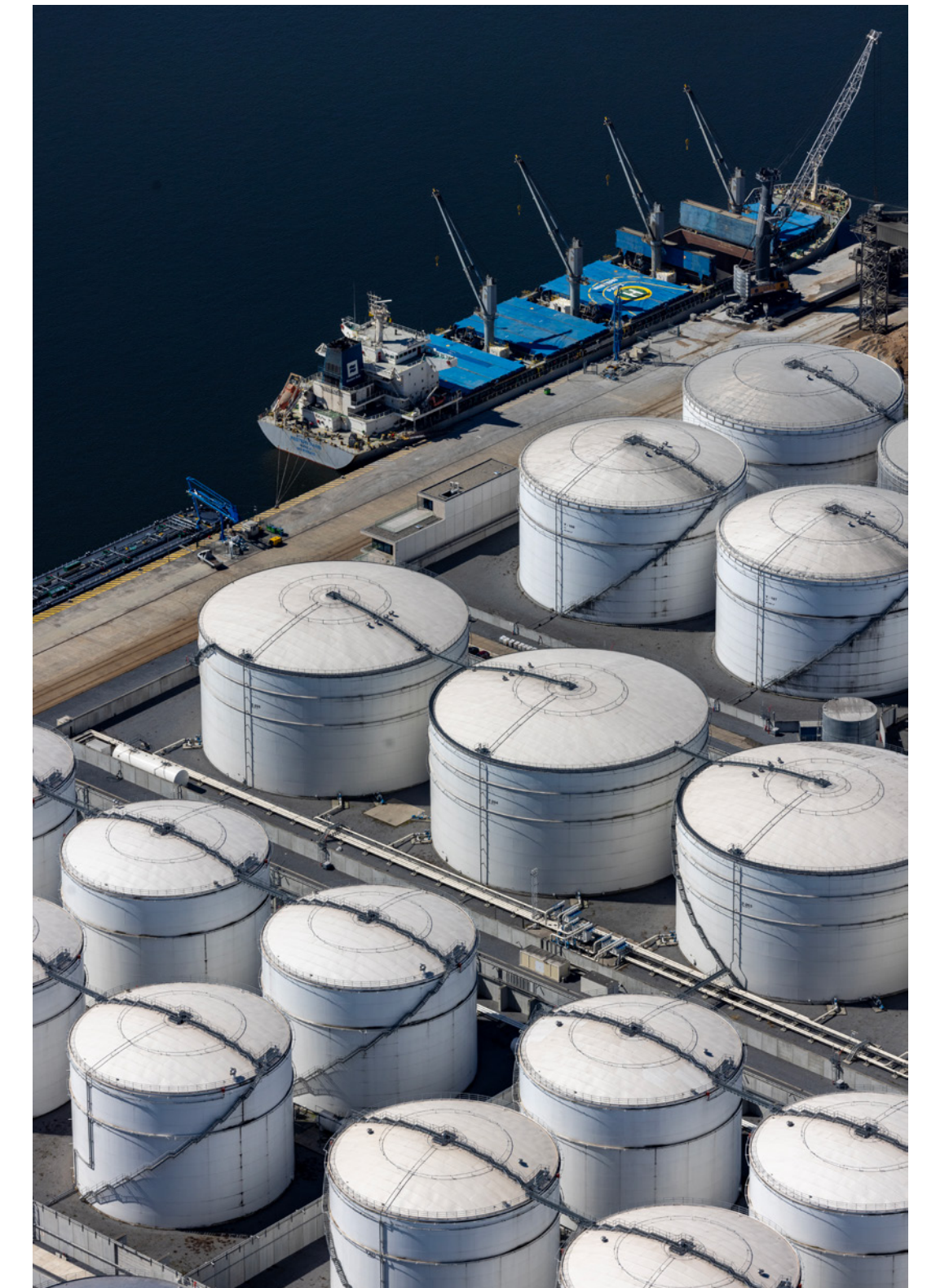
We focus on waste heat, electrification and energy hubs

Companies in our port area exchange heat and electricity via smart connections. Moored ships draw green electricity via shore power units, meaning they do not need to use diesel. Meanwhile, North Sea Port is working on the further electrification of the entire area. Together with partners, we are realising wind projects, solar panels feed electricity into the grid, and battery projects contribute to its stability. By bringing together infrastructure and stakeholders in our port, we strengthen circular energy flows and reduce emissions.

We strengthen the electricity grid

New electricity infrastructure is crucial to tackling grid congestion in the long term. Through 380 kV connections, businesses will

gain the necessary capacity to switch to green electricity and hydrogen. Projects are currently underway in [Zeeuws-Vlaanderen and Ghent](#).





Our strategic objective

We are facilitating the necessary energy infrastructure to reduce CO₂ emissions from the industrial cluster. We have the following objectives:

By 2030, the **import capacity for hydrogen carriers** will be 3 megatonnes. In the years that follow, we will further expand our port into a major European hub for **sustainable molecules**. This includes, among other things, green molecules and energy carriers, hydrogen carriers, recyclable and renewable materials (such as scrap metal), circular carbon, alternative building materials and alternative fuels.



Highlighted actions

Multimodal transport for CO₂ storage

In 2025, several 'storage tanks' for CO₂ storage – weighing easily 400 tonnes – were transported within our port area by water, rail and road. A complex operation, but successfully carried out thanks to close cooperation between industrial players and the existing infrastructure and expertise in our port area.

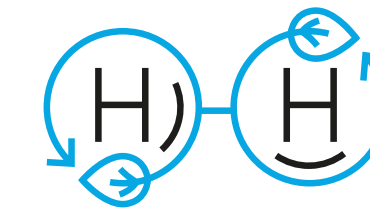
Read more about it [on our website](#).

Mufasa: large-scale battery storage in Vlissingen

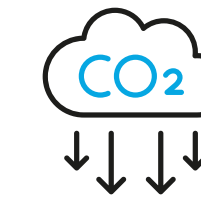
To balance the supply and demand of renewable energy, construction of the Mufasa battery storage facility began in Vlissingen at the end of 2025. Mufasa will be one of the largest battery parks in Europe – such parks make it possible to balance out peaks and troughs in solar and wind energy production, reduce grid congestion and ensure the continuous availability of electricity. The project makes careful use of the available space: the batteries will be installed in a strip beneath a row of wind turbines, thereby freeing up valuable industrial sites for port-related activities. The park is expected to be operational in the first half of 2027.

Read more about the project [on our website](#).

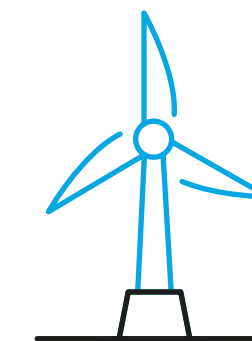
Our performance



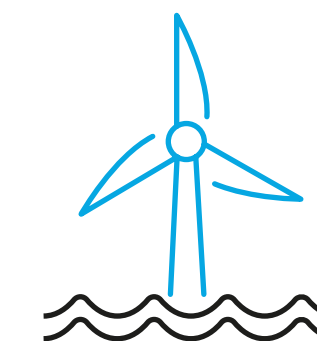
600 kilotonnes (grey) hydrogen production



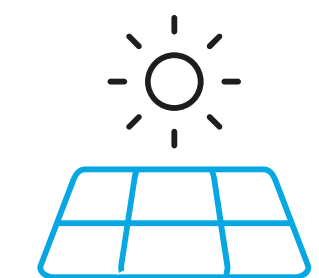
0.8 megatonnes CO₂ captured and stored (as from 2026)



385 MW onshore wind

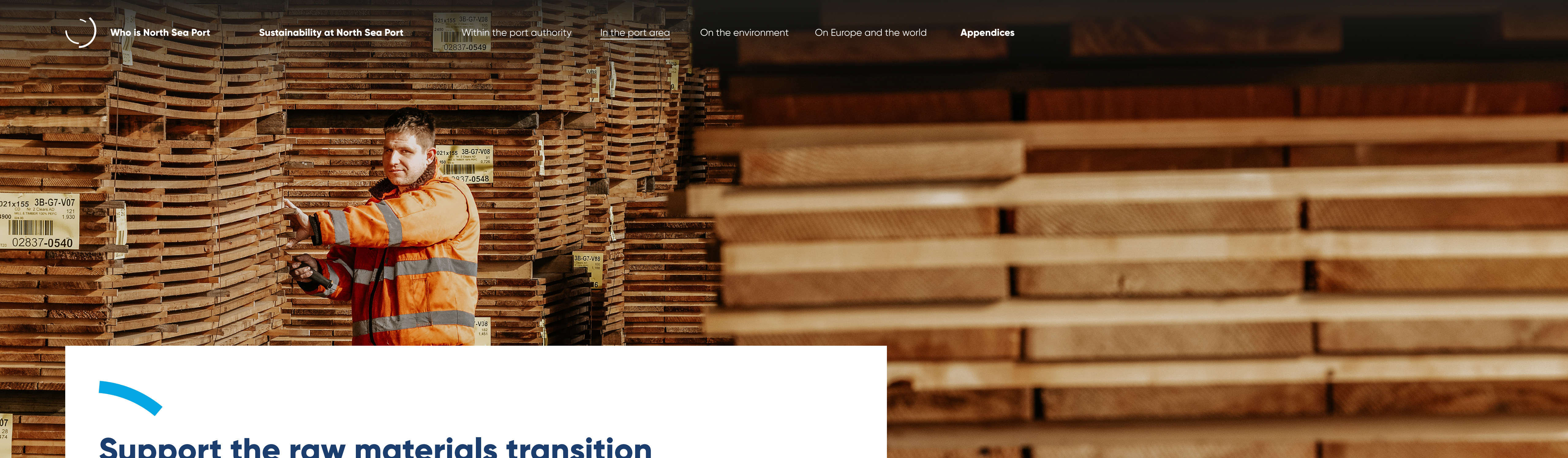


1.5 GW offshore wind landing



120 MW solar energy

(2023 inventory)



Support the raw materials transition

A circular industry aims to minimise the loss of raw materials and products. This is achieved by making maximum use of secondary resources – such as used raw materials, residual flows and waste, as well as energy flows – a process also known as the raw materials transition. Materials are used as efficiently and to the highest possible standard throughout the supply chain, and waste is kept to a minimum. The raw materials transition is crucial for several reasons. Firstly, it makes a significant contribution to the sustainability challenge. Secondly, it strengthens strategic autonomy: our economy is heavily dependent on raw materials from the rest of the world. A more circular supply chain increases European independence and makes industry more resilient.

Our approach

North Sea Port is actively working towards a circular economy, reducing port waste and integrating circularity into its infrastructure projects.

Focus on circular economy

Reduce port waste

Build circularity



We are committed to the circular economy

North Sea Port has traditionally been home to a significant amount of basic industry, such as chemicals, steel, automotive, construction, and bio-based industry. We identify **strategically important value chains** that form the focus of our circular economic transition: circular carbon, steel and scrap, construction materials (primarily cement and concrete), water and bio-based production. In each chain, we encourage strong partnerships between and with companies and focus on specifically attracting the activities we wish to develop within these value chains. In addition, we support our clients in attracting the goods flows needed to strengthen these value chains.

As an area manager, we literally create space for circularity. When **allocating new sites**, we systematically examine the following aspects. Is the activity water-based and relevant at a port scale? Is there synergy with the existing manufacturing and process industry in our area? Do the activities contribute to the energy and raw materials transition? Does the activity contribute to the European targets for climate neutrality? In this way, we attract companies committed to circular activities, the energy transition and CO₂ reduction.

We reduce port waste

In a fully circular economy, there is no waste. We are not quite there yet. In the port area, waste streams originate from a variety of sources: **maritime shipping, inland waterway transport, lorry parks, fly-tipping and litter, floating debris and commercial waste**. For each of these areas, we have mapped out the legal obligations and existing processes. This shows that we largely comply with the regulations, although challenges remain in terms of sorting, enforcement and coordination.

For maritime shipping, we have a Port Waste Plan in Belgian and Dutch versions. This plan applies to all seagoing vessels that call at the port or are operationally active there.

North Sea Port is currently setting out its ambitions for waste management, ranging from optimisation within existing structures to a transition towards a port with as little waste as possible and the highest possible reuse of residual waste streams. These initiatives also have a positive impact on [the port's natural environment](#). We translate our ambitions into concrete actions, such as digitalisation, improved waste separation, more intensive inspections, collaboration with stakeholders and innovative solutions. This way, we aim not only to comply with current regulations, but also to proactively respond to future requirements and objectives.

We embed circularity into our infrastructure works

Infrastructure works are taking place almost continuously in our port area, involving the use of various building materials. Together with our contractors, we are taking steps to organise these works in a more circular manner, for example by maximising the reuse of building materials in foundations for and works on public roads. We are also seeking further opportunities to combine circular material use. [Our reduction roadmap](#) serves as a guide for our reduction targets for infrastructure works.

Our strategic objectives

To support the raw materials transition, North Sea Port is pursuing the following objectives by 2030:

10 circular projects

At least 10 new circular, innovative activities have been implemented that align with strategically important value chains of the companies already based in the port.

Sustainable goods flows

We have achieved a higher proportion of sustainable goods flows in the total transshipment via maritime transport.



Highlighted actions

North-C Circular and Deep-C Circular

To achieve the energy and raw materials transition, we are working with industrial partners to develop zones such as North-C Circular in the Ghent Canal Zone and Deep-C Circular in the Sloe area. These contribute to multimodal solutions, and the development plans also take into account quality of life, biodiversity and green buffers around the port.

[North-C Circular](#) will be a flagship project within North Sea Port's net-zero ambition. In collaboration with ArcelorMittal Belgium and the Flemish government, we are redeveloping 150 hectares of industrial land into a hub for circular activities. The site will accommodate economic activities centred on renewable raw materials, reduced CO₂ emissions and collaboration with local businesses. The remediation of historical dredging deposits (brownfield development) is currently underway. The first projects are expected from 2030; the full infrastructure will be completed by 2035.

Deep-C Circular comprises a 40-hectare site with a high-quality deep-sea quay. At this location, we are focusing on the import of hydrogen (carriers) and circular materials, with applications for the manufacturing and process industries. The sites have now been fully remediated and are currently being allocated.

Circular C: converting carbon-containing waste streams into raw materials for industry

Carbon is a key building block for the (chemical) industry, but today it is mainly derived from fossil sources. The Circular C project is investigating how we can efficiently convert carbon-containing waste streams (plastic, household waste, biomass, etc.) into circular carbon sources via chemical recycling. Flemish and Dutch partners within the Smart Delta Resources network (SDR) are developing an innovative system in which, through a combination of various

chemical recycling technologies, waste is converted into circular carbon. These products can then be reused as industrial raw materials.

North-C-Blade: recycling wind turbine blades

The North-C-Blade research project focuses on the recycling of blades. This project investigates how the composite materials in wind turbine blades can be recycled via chemical recycling. The project covers both pre-treatment and the development of the technology for the chemical recycling of this material, which can be fed into (existing) gasification plants. In this project, North Sea Port and SDR are collaborating with Ghent University and industrial partners ENGIE Laborelec, ArcelorMittal and Ineos Inovyn.

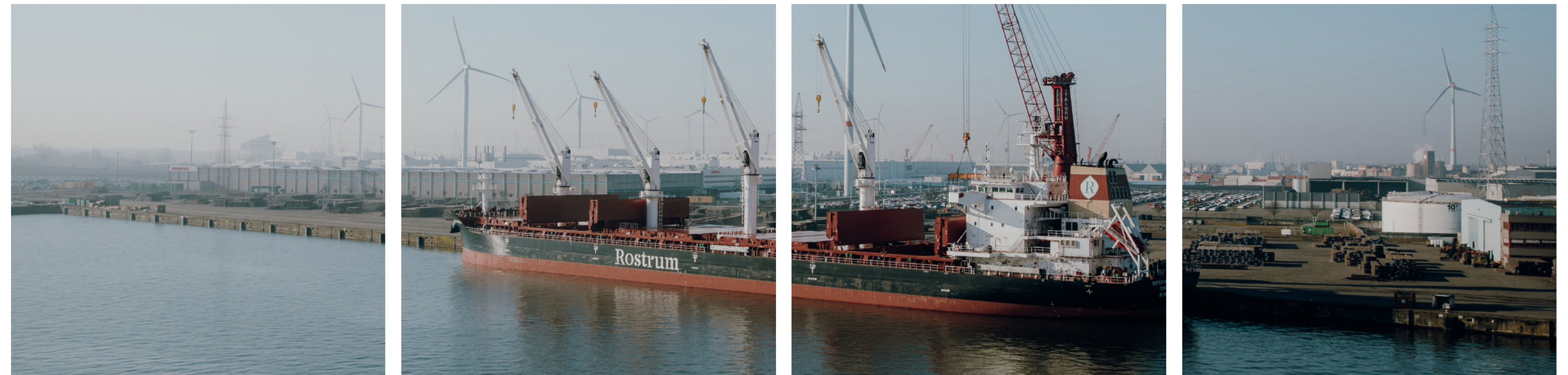
Learnings in circular economy

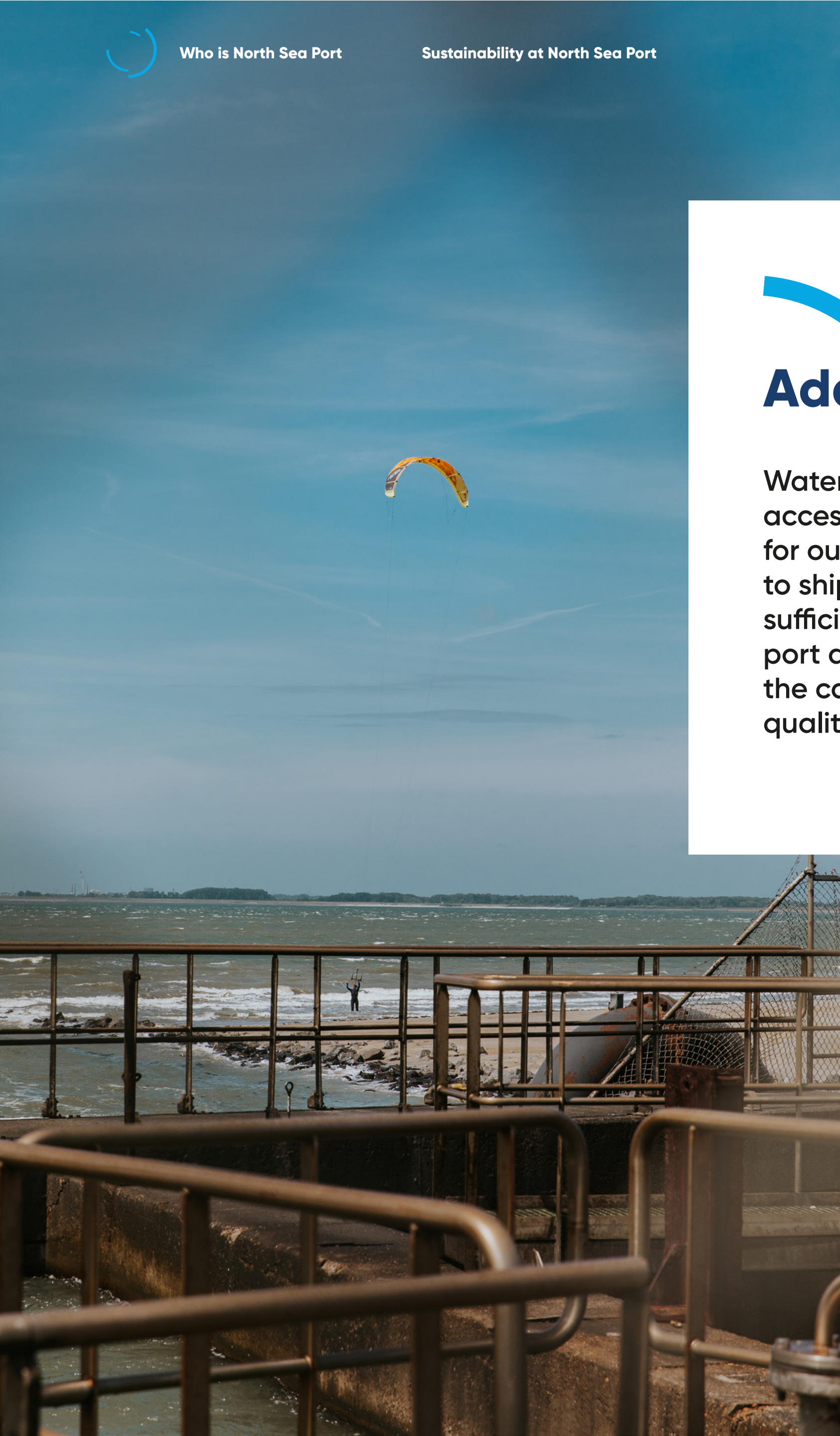
North Sea Port participates in and funds the learnings in Circular Port Monitoring in Flanders at the Vrije Universiteit Brussel. Through the chair, we aim to make a strategic and measurable contribution to the transition to a circular economy in local ports.

Our performance

Over the past five years, more than **10 circular economy projects** have been completed. Here are some of the key areas in which progress has been made:

- Innovative sorting
- Bio-based production
- Making the steel industry more sustainable (several projects)
- Chemical recycling (with associated pre-treatment facilities)
- Production of sustainable fuels (such as Sustainable Aviation Fuel, or SAF)
- Making cement more sustainable
- Carbon Capture and Utilisation (CCU)





Address water and climate challenges

Water is essential for North Sea Port, for navigational accessibility, for the businesses operating there and for our wider environment. To keep the port accessible to shipping and industrial processes, there must be sufficient and high-quality water flowing through the port area. Climate change is having an impact on both the canal water level (maritime accessibility) and the quality of the process and cooling water for industry.

Our approach

We are expanding our green-blue infrastructure and developing a clear water policy.

- **We are strengthening our green-blue infrastructure through an integrated approach to water management, climate adaptation and biodiversity**
Through broad collaboration, we are strengthening the green-blue infrastructure, both within and around the port area. This includes buffer zones, connecting areas and nature compensation schemes, where we focus on the combination of

quality of life, biodiversity and green-blue connectivity. Based on the premise that space within the port is primarily intended for economic development, green-blue infrastructure focuses on the efficient and multi-purpose use of space. We explore the theme of green-blue interweaving further in [‘Strengthen and restore port nature’](#).

- **We are developing a water policy tailored to our port context**
The Rainwater and Drought Plan (for North Sea Port Flanders) sets out an integrated water strategy towards 2050. It comprises 26 actions relating to policy, knowledge development, implementation, communication, partnerships and monitoring, with the aim of making the port area climate-resilient. The plan addresses increasing drought, extreme precipitation and salinisation, with the core principle of maximising local retention, infiltration and reuse of rainwater.

Our Operational Flood Safety Plan (OFSP) describes the measures and procedures to be followed in the event of an increased flood risk in the Dutch part of North Sea Port. The plan is intended to prevent unsafe situations for users of the port area and to limit damage to infrastructure.



Our strategic objectives

To ensure that sufficient and high-quality water flows through the port area, North Sea Port is pursuing the following objectives:

Availability

We are improving the availability of (fresh) water.

Climate resilience

We are increasing the climate resilience of the port area.

Highlighted actions

Working together on water management and flood prevention

North Sea Port supports various partnerships and projects aimed at improving water management and flood prevention in the port area, including AquaConnect, STURDI and Delta Wealth. In addition, initiatives have been launched to strengthen the water infrastructure.

From climate stress test to climate adaptation plan

We are currently developing a climate adaptation plan. We are working on this in various phases, each with major milestones. In 2024, we finalised our methodology in the form of a climate stress test. This is a test that allows us to assess the vulnerability of port areas and infrastructure to climate change and extreme weather. The next step is an area-wide risk analysis, which we will finalise in 2026. In 2027, we will have a comprehensive climate adaptation plan in place, which will include spatial, infrastructural and operational measures.

Water and salt balance study with various scenarios

In 2023, together with the Flemish-Dutch Scheldt Commission and KU Leuven, we carried out a water and salt balance study for the Ghent-Terneuzen Canal. We did this using various scenarios, including those relating to climate impact, shipping developments and the commissioning of the New Lock.

Our performance

Although we align this report as closely as possible with the [VSME \(Voluntary Sustainability Reporting Standard for non-listed SMEs\)](#), we consider reporting on the indicators for this theme to be of little value. Only a limited proportion of the total water abstraction and water consumption in the port area falls directly under our licence; the vast majority falls under the responsibility of the Department of Mobility and Public Works of the Flemish Government.

Based on the water and salt balance study (see above), we can conclude that water abstraction and discharge at the scale of the Ghent-Terneuzen Canal are in balance, and therefore have no net structural impact on the water balance. The study does, however, show that temporary and seasonal effects on salinity may occur, particularly during periods of drought with low freshwater inflow and intensive lock operations.





Strengthen the resilience and safety of our port

Our port is an economic and industrial hub within the European economy. However, our greatest assets are equally attractive to criminals. That is why we work together with all port services on prevention, surveillance and enforcement to protect people and infrastructure in our port.

Our approach

We take a holistic view of security and work on four main fronts: (physical) security, (cyber) security, resilience against subversion, and defence and military security.

Strengthen the (physical) safety of our port

Safeguard the port from malicious acts

Arm ourself against subversion

Increase the military security of the port





We are enhancing the (physical) security of our port

We are taking every possible preventive measure to ensure security within our area. The rules are set out in our port regulations. These include clear protocols for shipping, personal protective equipment, procedures for the handling of hazardous and/or harmful goods ... Supporting policy documents include the SEIP (Special Emergency and Intervention Plan, currently being updated) and our contingency management plan (under review). We have disaster or emergency plans in place to continue to guarantee nautical and port safety in the event that something goes wrong.

We protect our port against malicious acts

Due to our critical infrastructure and activities, we must guard against cyberattacks, sabotage, theft, drones and other threats.

Crucial to our security policy is the International Ship and Port Facility Security **(ISPS) Code**. This is the international security standard for ships and port facilities. The rules are enshrined in European legislation and incorporated into the Port Security Act (NL) and the Maritime Security Act and the Shipping Code (BE).

Our information policy and our business continuity planning place great emphasis on cybersecurity. With regard to cybersecurity, the European NIS2 regulation ('Network and Information Security Directive') are the guiding principles. Although the implementation varies by country and sector, NIS2 always entails a duty of care (risk assessment), a reporting obligation, government oversight and an audit requirement.

Furthermore, in the field of **cybersecurity**, we are well-positioned thanks to the FERM collaboration with other Dutch seaports (see below).

And as the technology within our port becomes increasingly complex, we are working towards a **digital twin**: a digital platform that provides a 24/7 360° view of the port's internal operations, fed by data and enhanced with AI to identify risks at an early stage.

We are making ourselves resilient against subversion

A specific form of malicious activity in a port area is subversion. Drugs, fraud, blackmail – these are all activities in which criminals deliberately exploit the port infrastructure. We nip subversion in the bud by working closely with all manner of government and security agencies, and train our staff to recognise signs and dangers. We set out these partnerships and **measures in the port security plan**.

We enhance the military security of our port

Our port area is a key location where military authorities (such as the navy), police and security services, international partners such as NATO and other actors, come together. Through collaboration, we do everything we can to protect the vital port infrastructure – and the hinterland. As part of *Host Nation Support*, our port areas are regularly used to move military equipment.





Our strategic objectives

The following objectives are formulated to protect our port:

(Physical) Safety

- **Physical safety** within our port area is up to standard. To this end, we will be developing a safety barometer over the coming years and deploying more staff for surveillance and enforcement, alongside other measures.
- By 2030, the **nautical safety index** (NSI) will have fallen by 50%. Parameters include the number of collisions and accidents and the severity of accidents.

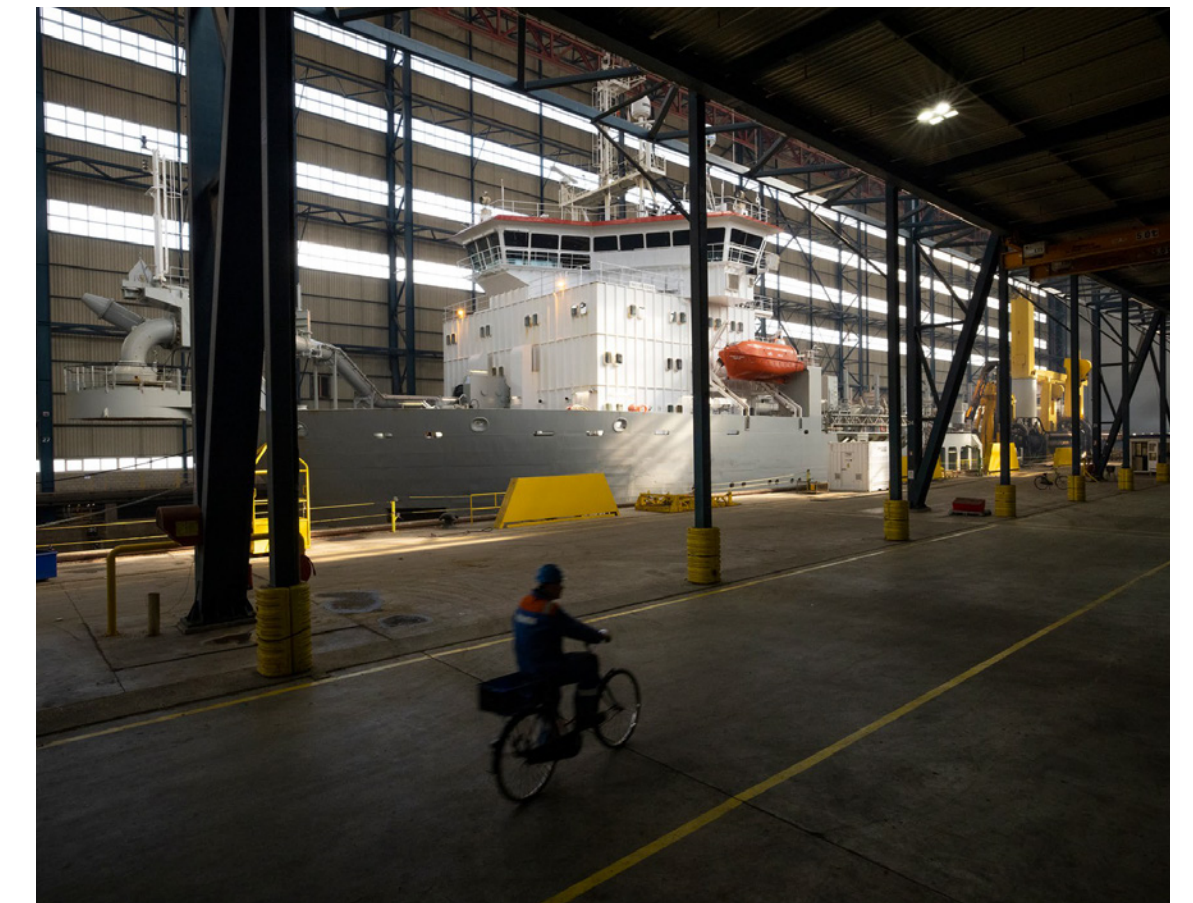


(Cyber) Security

- We aim for zero **cybersecurity incidents** annually that impact the continuity of vital systems (*).
- To be NIS2 compliant, we aim for a **Cyber Fundamentals score** of 3.5/5 (Essential level) by 2027.
- We ensure that companies within our port area comply with the strengthened **ISPS Code**. We monitor this through individual action plans.
- **(Cyber) security** within our port area is up to standard. To this end, we are, among other things, extending our fencing in the Sloehaven in Vlissingen, in Terneuzen and Ghent, either physically or digitally via smart cameras.

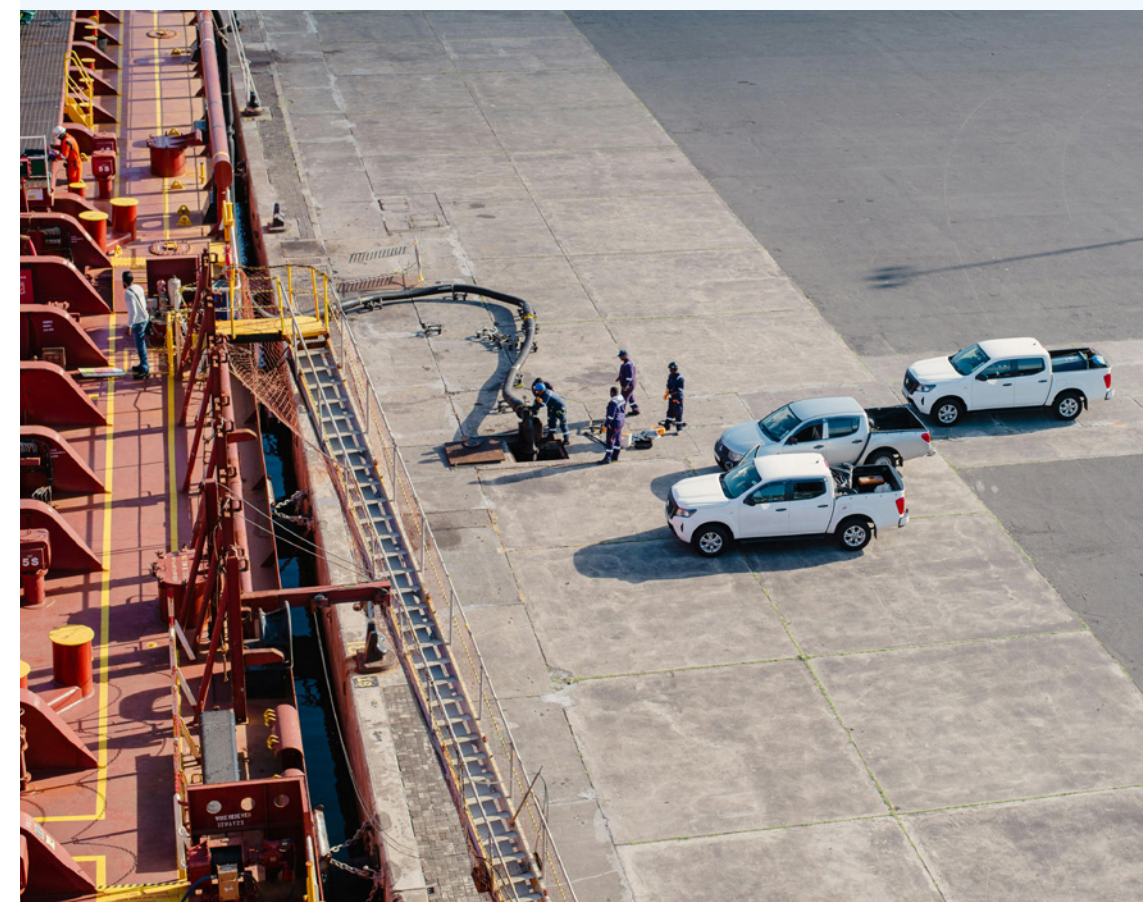
Resilience against subversion

- Our resilience against subversion is up to standard. We therefore carry out **targeted exercises and evaluations** on subversion every year. We also conduct cross-border exercises to which we invite the companies in North Sea Port.



Defence and military security

- We are making the necessary investments in the **dual use of our port infrastructure**, which means that infrastructure can also serve a military purpose alongside its primary, civilian purposes. Thanks to dual-use infrastructure, the military deployability of our port capacity is improved.
- We are mapping the **critical infrastructure** in our port area and developing measures to maintain it.



(*) This figure is based on the number of times our vital systems actually experience temporary outages, not on the number of external attempts to attack our systems.



Highlighted actions

Collaborating with other ports on integrated security

In 2025, together with the other Belgian sea and inland ports, and the National Drug Commission, we launched the **Port 2 Port Security Platform**: a structural cooperation model for knowledge sharing and the development of joint security measures. Through this initiative, we are jointly focusing our efforts on threats such as drug smuggling, cyberattacks and the misuse of drones. It is a European first for all ports and waterways within a single country to join forces at a strategic and operational level.

On the Dutch side, we are working on a national cybersecurity platform. Based on the **'Cyber Strategy Dutch Seaports'**, the FERM foundation is being transformed into a national cybersecurity platform for the Dutch seaports united within the Brancheorganisatie Zeehavens (BOZ). FERM was already active for the ports of Rotterdam and Moerdijk, and is now being expanded and extended to the other Dutch seaports, including North Sea Port.

North Sea Port Drug Plan

On the Belgian side, a specific drugs plan for our port has been drawn up, enabling us to work in a coordinated and integrated manner against organised crime in the port. The plan is due to be approved in spring 2026 by the steering group, which includes the drugs commissioner, the governor, mayors, the public prosecutor's office, and federal and local police. North Sea Port will chair this plan.

New ISPS Manual in collaboration with Moerdijk Port Authority

In 2025, North Sea Port and Moerdijk Port Authority jointly produced an ISPS manual. The manual provides port facilities in our areas with clear guidance on how to comply with international security standards, based on specific recommendations.

The ISPS Code is in force worldwide to protect international shipping and trade against deliberate, malicious acts. The code requires ports and ships to take measures but leaves open what those measures should be. North Sea Port and Moerdijk Port Authority Moerdijk have now developed a handbook for the port areas in Zeeland and West Brabant, covering all aspects of the ISPS Code – including the content of the security plan or PFSP (Port Facility Security Plan).

Working together against subversion

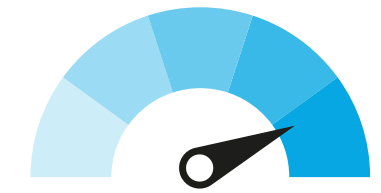
The Mainport Programme Seaports Zeeland – West Brabant is a partnership aimed at making the seaports resilient against subversive crime. Under this programme, physical security measures are being implemented (such as smart fencing with CCTV), public-private partnerships have been established (with the Safe Seaports Foundation Zeeland) and awareness training sessions organised in the areas of subversion and cyber resilience. In 2025, an online campaign was launched to make those working in the port aware of potential dangers and how to recognise them.

Our performance

We are currently developing a **safety barometer**, expected by the end of 2029. This barometer provides an up-to-date overview of safety in the port. This enables us to identify risks in good time and take swift action.

Of the targeted 50% increase in **surveillance capacity** by 2030, 30% had already been achieved by 2025.

The **Nautical Safety Index** (NSI) stood at **61.9** in 2025. This score is determined on the basis of the number of nautical incidents in our waters and their severity. North Sea Port performs comparatively well in this respect, although an absolute assessment is limited as we have only been carrying out this calculation since 2024.



Safety barometer in full development



Nautical Safety Index



Our impact

03

On Europe and the world

Support worldwide climate action

Protect workers in the value chain

Optimise logistic connections

On the environment

Strengthen and restore port nature

Increase the quality of life

In the port area

Accelerate the energy transition

Strengthen the resilience and safety of our port

Support the raw materials transition

Within the port authority

Provide space for targeted growth

Ethical business practices

Address water and climate challenges

Place employees at the centre



Strengthen and restore port nature

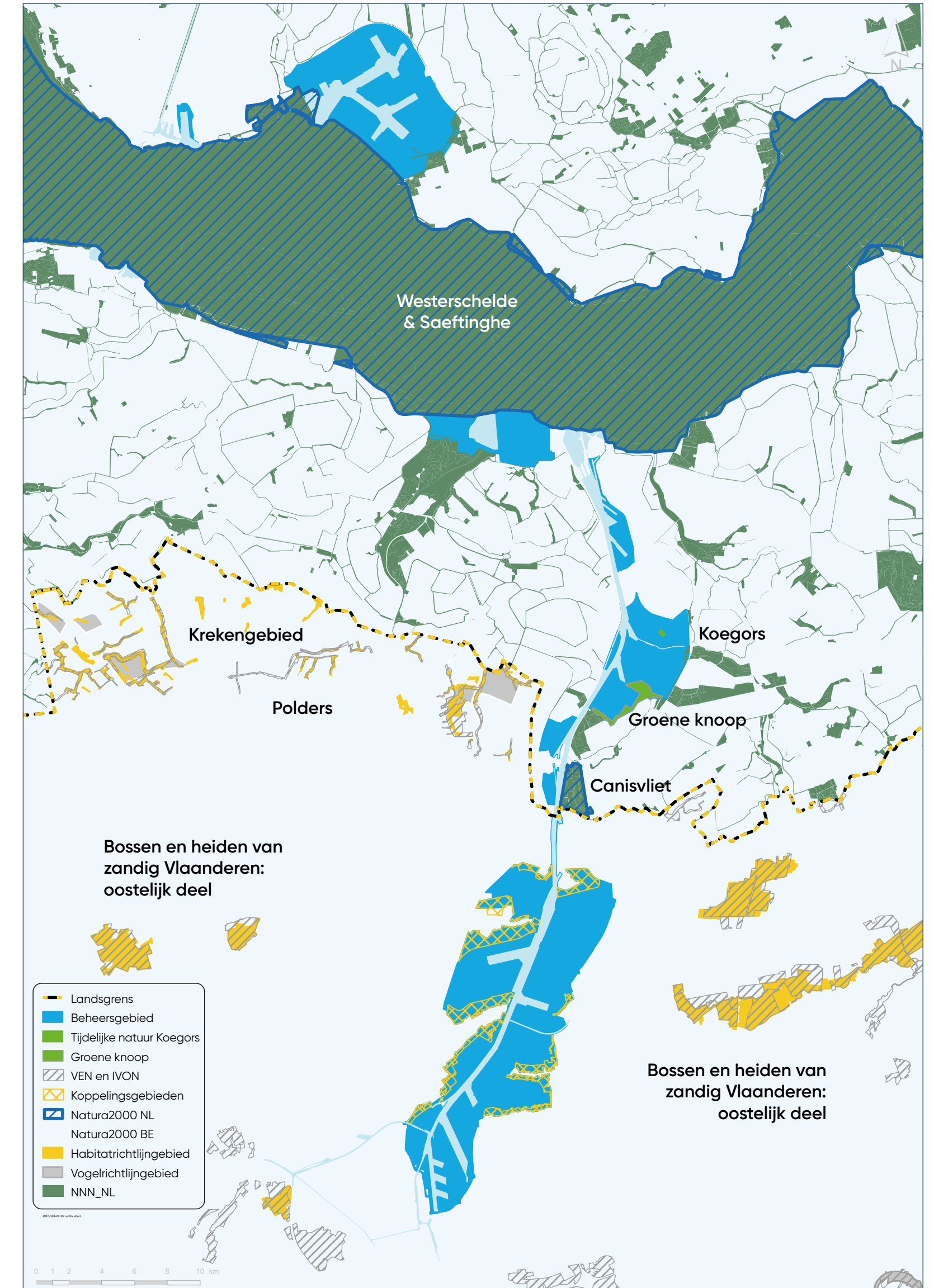
Our port area is situated near areas of outstanding natural beauty. On the Belgian side, the Natura 2000 sites 'Forests and heaths of East Sandy Flanders' and 'The Polders' are located close to our port. Other areas of natural value around the port include the Moervaart Valley, Kloosterbos, Spaarbekken Kluizen and Wonderwoud. On the Dutch side, the Natura 2000 areas Westerschelde, Grenspark Groot Saeftinghe and Canisvliet. Furthermore, there are various areas in and near the port with the Nature Network Netherlands status, such as the Groene knoop south of Axelse Vlakte II. Opposite, we present an overview of the valuable nature areas in and around our port.

Nautical and industrial activities inevitably have an impact on the surrounding nature and ecosystems. Shipping and necessary dredging works, for example, can influence the natural dynamics of the Westerschelde through water turbidity and shifting sandbanks. Seagoing vessels can introduce invasive alien species into our waters. And the development of (new) economic or industrial activities in the port area can disrupt ecosystems, although at such times soil contamination is often addressed as well.

As port manager, we take our responsibility seriously and enhance biodiversity wherever possible. Our port nature vision serves as our guiding principle.

Our approach

North Sea Port faces a major challenge: reconciling economic growth with respect for people and nature. Our **port nature vision**, currently under development, will help us make responsible and forward-looking choices. For example, it focuses on creating nature on unused land, nature-inclusive designs for new infrastructure projects and a targeted approach to invasive alien species. The vision describes how we manage our own sites, how we encourage concession holders to take nature-inclusive measures, and how we collaborate with other site managers in the port area. The Port Nature Vision was drawn up in 2025; from 2026 onwards, we will report annually on progress.





Our strategic objective

In our port area, we aim to work towards maximising nature within the area, within the limits of our core remit and wherever space permits. We are committed to preserving and enhancing the **basic quality of nature**, a concept that refers to the basic conditions necessary for the survival of common species within a landscape. We have opted for a strategic approach that links economy and ecology, whilst avoiding situations where nature development hinders the industrial role of the port. In concrete terms, we are developing green-blue infrastructure, a network of nature and water-rich areas that connects port activities, the surrounding area and nature. Think of buffer zones that protect residential areas, connecting areas between nature zones and targeted nature compensation measures.

Highlighted actions

Measures in the port area

Over the coming years, North Sea Port will be working on a species management plan and area exemption in the Dutch part of the port. We are also updating the ecological management plans for all green areas under our own management. We are systematically tackling invasive alien species, developing a multi-year monitoring programme to track nature development and species, and strengthening collaboration with businesses and site managers through a range of measures and joint initiatives.

Valuable natural areas around the port area

The development of the Moervaart Valley in Ghent is one of our flagship projects. Together with various partners, we are creating 183 hectares of new natural areas, of which 22 hectares of wetland are specifically designated as compensation for port development. The emphasis is on nature development and restoration, with space for low-impact recreation, such as walking



Our Port Nature Vision: six habitat types and countless umbrella species

The Port Nature Vision outlines how we organise, manage and protect nature within the port area. It lists a range of habitat types that are suitable for our port environment, based on the seabed, hydrology, infrastructure and space. At the same time, we selected various umbrella species – plants and animals that thrive in our habitat types, and are also ecologically relevant, visible and easy to monitor. Measures for these species simultaneously enhance broader biodiversity.

We distinguish the following habitat types and their associated umbrella species:

- **Wetland habitats:** reed beds, marsh zones, canals and wetland areas. Here we monitor the bluethroat and the marsh orchid.
- **Saltmarsh habitats:** salt marshes, mudflats and salt-tolerant grasslands, particularly relevant in Vlissingen

and Terneuzen, as ecological hubs for migratory birds. The umbrella species we monitor are the oystercatcher, common tern and little tern.

- **Pioneer vegetation:** spontaneous vegetation on sandy, disturbed or reclaimed land. This is a rare habitat where wild bees are found, as are the five-spot burnet and the small pearl-bordered fritillary.
- **Dry grasslands and scrub:** barren, flower-rich verges and dykes, valuable for farmland birds, butterflies and bees. The partridge and stonechat are birds we monitor here.
- **Hedges and scrub:** linear structures that provide shelter and connectivity, including for the partridge, stonechat and little owl.
- **Nature linked to infrastructure:** roofs, facades and engineering structures as breeding and resting places for species such as the common swift, oystercatcher and common tern.



routes and cycle paths, alongside small-scale farming. In the Koegorspolder in Axel we also created, through a collaboration with Yara Sluiskil, the municipality of Terneuzen and Shell, with substantive support from the Zeeland Environmental Federation and ecological experts, a temporary nature reserve several years ago. Land not yet required for economic development is thus used optimally to enhance biodiversity in the port area. In Westdorpe, we have created a 60-hectare nature reserve with De Groene Knoop. De Groene Knoop in Westdorpe was developed by North Sea Port, in collaboration with the municipality of Terneuzen and the Zeeland Environmental Federation. The area acts as a buffer zone that naturally separates the residential area from the port area. De Groene Knoop also offers birds additional opportunities, thanks to the creation of specific bird islands.

North Sea Port uses the social economy to tackle the growing litter problem

North Sea Port is grappling with a growing problem of litter along roads and verges in the Flemish section of its port. Despite the efforts of maintenance teams, the pollution is increasing year on year. To tackle this systematically, the port launched a successful pilot project last year in which social enterprise organisations roll up their sleeves every month. Due to the positive results, this approach is now being extended to the entire Flemish port area, once again in collaboration with social enterprises. This way, the port is combining two objectives: a clean and safe port area and more employment opportunities for people who are distanced from the labour market.

Our performance

Umbrella species

As part of the Port Nature Vision, we are finalising a detailed manual describing how each species is counted, with particular attention to umbrella species: species that require a large and varied habitat. Their presence serves as an indicator of the ecological quality of an entire area. The inventory is carried out through our own counts, supplemented by external data. No figures are available yet for 2025; monitoring will begin in 2026.

We are committed to preserving and enhancing the fundamental quality of the natural environment





Increase the quality of life

North Sea Port drives economic growth in our region. At the same time, the industrial and logistics activities of companies in the port area are putting pressure on the available space. In the communities surrounding the port area, numerous infrastructure and spatial projects are already converging, such as roads and railways, pipelines, electrification and water infrastructure.

Local safety and quality of life are a crucial prerequisite for further port development. These topics are therefore explicitly included in the amended shareholder mandate. With buffer zones, connection areas and green-blue infrastructure around the port area, we ensure that further port growth is socially supported and in balance with the surrounding environment.

Our approach

A liveable environment is, first and foremost, free from severe **pollution**. We take measures to **minimise** pollution caused by industrial and maritime activities as much as possible. We have an oil spill response plan for incidents leading to water pollution and provide shore power, so that ships can switch off their diesel generators. This reduces emissions of CO₂, particulate matter and nitrogen oxides, and also limits noise pollution. [Further on in the report](#), we explore in greater depth how we work preventively, through monitoring and enforcement, with the relevant authorities on local pollution.

In addition, we actively listen to the needs of local residents and other stakeholders. Our core values – community building, respect and future-proofing – serve as the compass for our actions regarding quality of life. To strengthen **local engagement**, we organise regular residents' meetings and information sessions. These offer local residents the opportunity to share their questions, concerns and suggestions and to be informed about the plans and progress of, among other things, key strategic projects in the port area.



To embed the dialogue with the surrounding municipalities in a structural framework and to take action, we have established various **partnerships**, including:

- **North Sea Port District**
The Dutch and Flemish authorities, the port authority North Sea Port and the Benelux Grouping for Territorial Cooperation (BGTC) North Sea Port District (Ghent, Evergem, Zelzate, Terneuzen, Borsele, Vlissingen and the provinces of East Flanders and Zeeland) have joined forces to further develop the North Sea Port District region.
- **Ghent canal zone project**
This project brings together the city of Ghent, the municipalities of Evergem and Zelzate, the province of East Flanders, the Flemish Region and North Sea Port. The aim of the Ghent Canal Zone Project is to ensure a balance between the economic development of the port and the quality of life in the canal villages.

Our strategic objectives

110,000 jobs

Our port is a key driver of economic development and employment. Today it provides 106,000 direct and indirect jobs. By 2030 we aim to increase this figure to 110,000 jobs.

30 km of cycle paths

We are actively committed to accessibility via low-traffic routes, both for local residents and for commuters. By 2030, we aim to create an additional 30 kilometres of cycle paths in the port area: 17 kilometres in the Zeeland section and 13 kilometres in the Ghent section.

Highlighted actions

Surveys and market research

In 2023, we surveyed residents living near the port area.

This survey, conducted in Belgian and Dutch municipalities surrounding the port area, revealed the following insights:

- 80 per cent of respondents (who are familiar with us) have a positive view of the port.
- For the total group of local residents, the following topics relating to a port in the neighbourhood are paramount:
 - » Quality of life for residents in the surrounding area
 - » Impact on public health
 - » Employment opportunities

In a supplementary market and reputation survey among industrial, maritime and government target groups, North Sea Port scored highly in terms of proximity, the connecting nature and the reliability of the port. Our port is also less associated with pollution than other ports. Awareness of our sustainable projects proved to be a point of attention.

Strategic memorandum on the North Sea Port District

At the Flemish-Dutch Summit in April 2025, a strategic memorandum was signed to formalise cooperation regarding the North Sea Port District (NSPD). The NSPD Implementation Agenda focuses on the major spatial challenges in the port area, centred around three themes: accessibility and housing, a climate-resilient water system, and space for energy and the economy.

Questions and reports

There are various channels through which residents can submit questions and reports.

- **Belgium**
In the Ghent Canal Zone, residents can contact the **Environmental Complaints Hotline** to report environmental nuisances such as odour, noise and dust pollution, and issues with wind turbines. The hotline acts as a central point of contact, registers complaints and, where possible, ensures direct follow-up with the suspected cause and the relevant authorities. Suspicious activities around the port can be reported anonymously via **PortWatch**.
- **Netherlands**
The **MilieuKlachtenCentrale** is a reporting centre for environmental nuisances caused by businesses or industrial estates in Brabant and Zeeland, such as odour, noise, dust, light and vibration nuisance, as well as soil and air pollution. The Regional Implementation Service (RIS) follows up on the reports. Complaints relating to Seveso companies – that is, companies that produce, use or store large quantities of hazardous substances – must be submitted to the Rijnmond Central Environmental Management Service (CEMS). Reports of crime or subversion in the Netherlands can be made via the **Safe Seaports** reporting centre.

Transition areas

To create a pleasant transition between residential areas and our port activities, we are developing transition areas and buffer zones. [Read more here about the development of our port nature.](#)



Our performance

Construction of two new cycling paths in 2025:



Our approach to contamination

North Sea Port operates in an environment where industry, logistics, shipping and residential areas are closely interlinked. Pollution is a real challenge, due in part to industrial emissions, shipping-related emissions and diffuse emissions from storage and transshipment. A systematic approach to pollution is therefore essential.

We therefore work in an integrated manner with public authorities, regulators and industry. North Sea Port plays a key role through prevention,

supervision, policy-setting and innovation. We issue port-related licences for nautical and operational services, organise supervision and enforcement within the framework of port police regulations and provide advice on various matters. The competent authorities are responsible for issuing permits and environmental monitoring. This approach is paying off: measurements show that air quality is improving, although future standards and health targets will require further efforts.



Our impact

04

On Europe and the world

Support worldwide climate action

Protect workers in the value chain

Optimise logistic connections

On the environment

Strengthen and restore port nature

Increase the quality of life

In the port area

Accelerate the energy transition

Strengthen the resilience and safety of our port

Support the raw materials transition

Within the port authority

Provide space for targeted growth

Ethical business practices

Address water and climate challenges

Place employees at the centre



Support global climate action

Even in a changing economic and geopolitical context, North Sea Port's sustainability ambition remains clear: by 2050 we aim to be net zero. We are not only taking measures to reduce our own emissions and those of the port area, but we also support others, such as industrial players and network partners in energy and infrastructure, in reducing their climate impact. We do this, for example, by collaborating on alternative fuels and hydrogen projects.

The focus of this chapter is on our climate mitigation efforts. At the same time we are investing in resilient infrastructure to better cope with the consequences of climate change (climate adaptation). For a port environment, reduced water availability and quality are, for example, significant risks.

Our approach

We are taking action to reduce our own emissions, as well as those linked to infrastructure works, shipping and – where possible – also to industry within our port area.¹ As indirect emissions account for the largest share of our carbon footprint, we are focusing our efforts where they have the greatest impact. Collaboration within the supply chain also fits seamlessly with our role as a connector. As a port authority, we are the hub of our port area and can drive change across organisational boundaries.

Our climate efforts are guided by our CO₂ reduction roadmap. This roadmap is based on our carbon footprint and translates our climate objectives into a step-by-step plan. In 2025, we finalised roadmaps for our own Scope 1 and 2 emissions and for emissions linked to infrastructure works (Scope 3). In 2026, we will develop one for emissions linked to shipping.

Climate change also has consequences for our port infrastructure. In 2024 we completed a climate stress testing methodology that assesses how vulnerable our infrastructure is to impacts such as sea-level rise, heavy rainfall, heatwaves and drought.

¹ The industry located within the North Sea Port area encompasses a range of sectors, including energy production, steel, chemicals, building materials, food and various niche industries. Together, these companies generate significant added value and employment in the region, but they also produce high levels of CO₂ emissions. These do not form part of our carbon footprint. Nevertheless, we actively support the industry's reduction efforts.



Background info on our carbon footprint and reduction roadmap

In accordance with the international Greenhouse Gas Protocol standard, North Sea Port divides its carbon footprint into three scopes:

- **Scope 1: direct emissions**
Emissions from fuel oil and natural gas used to heat our buildings and from our own vehicle fleet and our own fleet.
- **Scope 2: indirect emissions from energy consumption**
Emissions from purchased electricity.
- **Scope 3: other indirect emissions linked to the value chain**
Emissions mainly arising from maintenance dredging works, infrastructure works and shipping, and to a lesser extent from purchased goods and services, capital goods, investments, commuting, waste, business travel and energy-related activities. Scope 3 emissions account for the largest part of our carbon footprint.

To ensure a fair comparison and reliable data quality, we use different base years for each scope. For Scope 1 and Scope 2, the base year is 2019, as reliable data is available for that year. For Scope 3, the base year is 2023, as it was only then that we were able to collect sufficient high-quality data.



Our strategic objectives

North Sea Port is committed to ambitious reduction targets. We are aligned with the scenario set out in the Paris Agreement, which aims to limit the global temperature rise to 1.5 degrees Celsius.

Our own emissions (scope 1 and 2)

We are working towards the following targets:

- By 2030, we will reduce our scope 1 and scope 2 emissions by 80% (compared to 2019).
- By 2035, we will be 100% climate-neutral for Scope 1 and 2.
- By 2050, we will operate at net zero for Scope 1, 2 and 3.

Our leverage function in the port area (scope 3)

As a connecting player within the port community, we can help other players to reduce their emissions. We therefore have the following clear reduction targets by 2030.

Purchased goods and services: infrastructure works

- We will achieve a CO₂ reduction of at least 40% for **construction equipment**, such as excavators, cranes and lorries. The Clean and Emission-Free Construction (SEB) roadmap and the accompanying covenant, which we signed in 2025, will guide us in this. Biofuels, such as Hydrotreated Vegetable Oil (HVO), also reduce our CO₂ emissions.
- We will achieve a CO₂ reduction of at least 20% for **construction materials** used. We will achieve this, among other things, through an increased proportion of secondary raw materials.

Shipping

- We will achieve an overall reduction in CO₂ emissions from nautical and logistics activities.
- We bunker alternative fuels safely, making us multifuel-ready.

Industry in the port area (outside our scope)

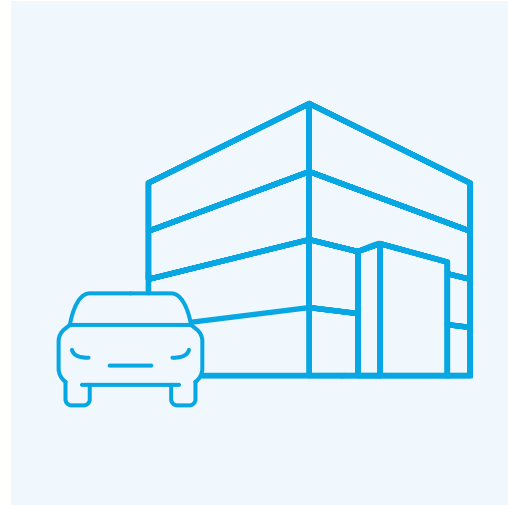
Although emissions from industrial companies in the port area are not part of our carbon footprint, we also support their reduction efforts. We are working towards the following objectives:

- By 2030, key investment decisions will have been taken and implemented to support the energy transition.
- By 2035, we will achieve a CO₂ reduction of 8 million tonnes.
- By 2050, industry in the port area will be operating at net zero.



Highlighted actions

Reduce own emissions (scope 1 and 2)

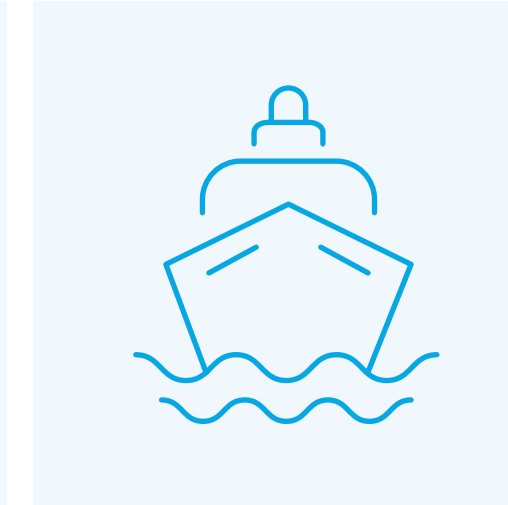


Our own emissions account for just 0.10% of our total emissions. Nevertheless, we are taking a wide range of measures to reduce those emissions:

- **We are making our building portfolio more sustainable**
A planned consolidation of our buildings will reduce the number of properties from 9 to 5. This will lead to a significant reduction in natural gas consumption. We are phasing out heating oil completely. Also important is the planned replacement of our two current head offices with a single new landmark building. The new head office will be built to sustainable standards and is due to be operational by 2029.
- **We are electrifying our vehicle fleet as much as possible**
By 2030, 95% of all vehicles will be electrically powered (compared to 60% in 2025). The remaining 5% are vehicles for which no fully-fledged electric alternative currently exists (such as lorries) and recently purchased specialist equipment.

- **We are reducing the number of vessels in our fleet**
As we manage fewer vessels in our own fleet, our fuel consumption is falling significantly.
- **We use green electricity**
For our buildings and vehicles we use only green energy. We generate some of it ourselves via solar panels; any additional electricity we purchase is certified green.
- **We are making our street lighting more sustainable**
Since 2024, we have been dimming the lighting between 10 pm and 5 am. 95% of the street lighting on roads under our management has already been switched to LED. By 2030, this must reach 100%.

Leveraging our lever function in the port area (scope 3)



Our indirect emissions account for the vast majority of our emissions (99.10%). Within this, shipping accounts for the lion's share of emissions, representing 98.5% of our total emissions. 1.21% of our emissions are accounted for by the 'purchased goods & services' category. This comprises emissions linked primarily to infrastructure works and dredging operations. We are taking various actions to reduce these associated emissions.

Purchased goods and services: infrastructure works

- **We are committing to clear action**
By signing the Clean and Emission-Free Construction (CEFC) covenant and introducing HVO (to replace traditional diesel), we are taking the first steps in this direction.
- **We are developing joint standards with other port authorities**
In the near future, we will work within a working group with the Port of Rotterdam, the Port of Amsterdam, Groningen, RVB and the Port of Antwerp-Bruges to develop and implement joint initiatives. High on the agenda, for example, is an agreement to use a specified percentage of recycled concrete aggregate in concrete works.
- **We are exploring further reduction opportunities**
In the longer term, we are examining the possibilities for loading yards and separate shore power facilities for contractors. We are also investigating the potential impact of innovative materials such as geopolymers, concrete, green steel or bio-asphalt.





Purchased goods and services: dredging operations

- **We collaborate with other ports**
Through a joint management statement, signed in 2024, we are committed to reducing emissions from dredging operations. Together with Harwich Port Authority, Port of Rotterdam Authority, Kystverket (the Norwegian Coastal Administration) and Rijkswaterstaat, we are launching an initiative focused on reducing CO₂ equivalents, nitrogen oxides (NOx), sulphur oxides (SOx) and particulate matter (PM10). This joint initiative gives the market greater certainty to continue investing in innovative solutions that enable emission reduction.
- **We are promoting alternative fuels**
We are investigating how we can utilise alternative drop-in fuels within our tenders. Hydrotreated vegetable oil (HVO) is a cleaner diesel based on vegetable oils and fats that is compatible with existing dredging equipment; it offers opportunities to significantly reduce emissions in the short term. All trawler dredgers in the port area are already operating on HVO B30.

Shipping

- **We provide shore power**
With shore power, we improve local air quality and reduce CO₂ emissions and noise pollution. Moored vessels can switch off their diesel engines and connect to the onshore electricity grid. In our port area, there are already 28 shore power cabinets with 111 connections supplying green electricity to inland waterway vessels. A feasibility study is underway for seagoing vessels.
- **We have a multi-fuel strategy**
Thanks to our multi-fuel strategy, we are becoming a clean energy hub. We facilitate the safe bunkering of a range of alternative fuels, from biofuels to electrification.
- **We are investing in green shipping routes**
Green corridors (see box) are specific maritime shipping routes between two or more ports where public and private parties collaborate to enable zero-emission shipping. They serve as 'test zones' in which new fuels, technologies, infrastructure and operational agreements are rapidly tested, implemented and scaled up with the aim of drastically reducing or eliminating emissions across the entire corridor.

- **We offer a sustainability discount**
Ships that exceed regulatory requirements in environmental performance and can demonstrate this with an ESI certificate or a Green Award have been offered a sustainability discount by us for years based on their rating (bronze – silver – gold). This has been the case since 2013. Additional discounts are available if ships can demonstrate that they use a more sustainable type of fuel. The ESI is a tool of the World Ports Climate Action Programme that measures the extent to which ships perform better in terms of air emissions (NOx, SOx and CO₂) than legally required. Based on this score, the

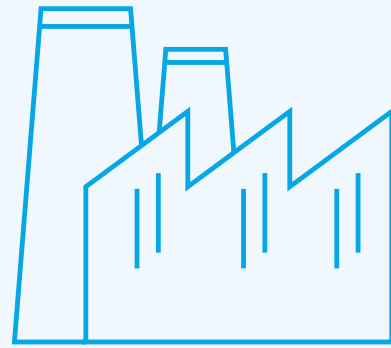
port can identify more environmentally friendly seagoing vessels and provide targeted incentives. The Green Award, in turn, is awarded to ships that exceed legal requirements in terms of safety, environmental care and quality management.

- **We ensure efficient nautical services**
The fewer ships that have to wait thanks to just-in-time calls, the more CO₂ emissions we avoid. In our strategic plan Impact 2030, we also set out the ambition to reduce our average waiting time by 50%. The [North Sea Portal](#) is set to make a significant contribution to this.





Support the industry with carbon reduction (outside of our scope)



Although, as mentioned, industrial emissions strictly speaking do not form part of our carbon footprint, we are fully embracing our role as a connector in this area too. We support the industry by making green and low-carbon energy, circular raw materials and connecting infrastructure available. Together with local and European partners, we are also developing CC(U)S projects (carbon capture, utilisation and storage) to achieve CO2 reductions.



At the same time, we are involved in:

- **Smart Delta Resources**
Smart Delta Resources is a cross-border network of companies, knowledge institutions and public authorities. Together, they are working towards a competitive, climate-neutral and circular industry in the Scheldt Delta region by 2050. Member companies, such as North Sea Port, demonstrate their commitment to sustainability and circularity. In return, Smart Delta Resources fulfils a connecting and facilitating role: the platform brings parties together, encourages knowledge sharing and supports projects with economic and technical analyses, such as life-cycle analyses and feasibility studies.
- **Cross-border infrastructure for CO2 and H2**
A cross-border network of pipelines is being constructed to transport hydrogen and CO2 within, from and to our port area.
- **Expansion of the high-voltage grid**
With the planned 380 kV connection, the high-voltage grid will be extended towards Central Zeeland and Zeeuws-Vlaanderen. This is essential to enable large-scale electrification for existing Zeeland businesses and new projects.

Green corridors: working together to build clean maritime connections

Green corridors give shipping a boost. These are specific maritime routes, designed to facilitate clean and sustainable logistics flows, which we are establishing in collaboration with other ports. We make use of shore power and are preparing for alternative fuels such as hydrogen and ammonia. At the same time, knowledge exchange is central, with a focus on digital processes, smart environmental monitoring and the development of appropriate infrastructure. Establishing a green corridor requires close cooperation between ports, shipping companies, fuel suppliers and other partners.

We are proud of our agreements with the [Port of Gothenburg](#) (Sweden) and [Santos](#) (Brazil).

- Four ships sail the route between Ghent and Gothenburg every week. From 2026, these ships will run on a transition fuel, and from 2030 they will run on ammonia. As ammonia contains no carbon, no CO2 is produced when it is burned in the ship's engine. The corridor will thus reduce CO2 emissions by 300,000 tonnes. The 'green corridor' also extends onto land, as we are equipping our port terminal with green electricity for the equipment.
- Ships docking with fruit juice from the Port of Santos will also be able to connect to shore power in the coming years. In this way, we are building a green corridor across the oceans. In addition, we are collaborating on energy efficiency, renewable energy, CO2 capture, the circular economy and digital environmental monitoring.





Our performance

Reducing our own emissions (scope 1 and 2)

Our own emissions account for only a minimal part of our total carbon footprint:

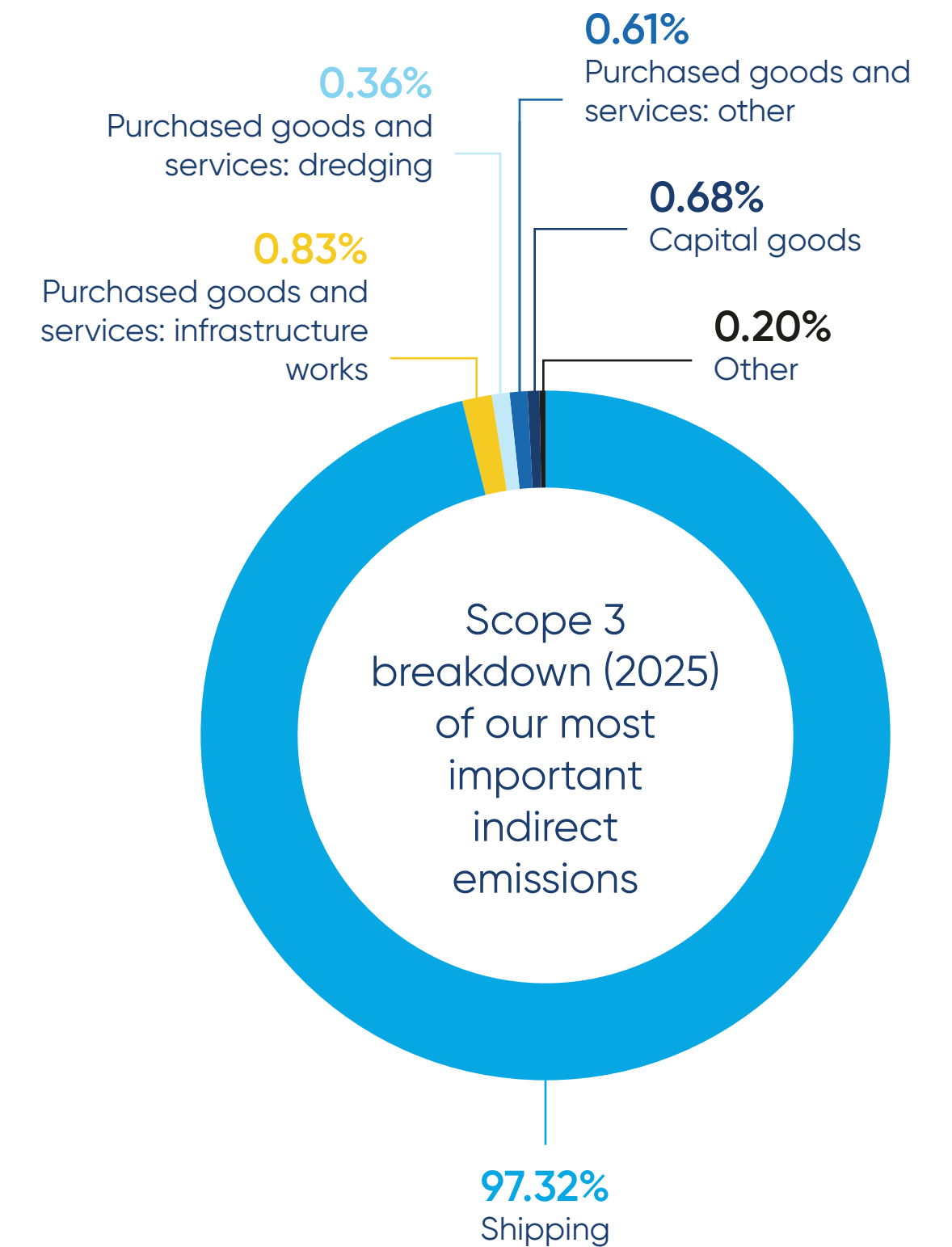
Scope	2025 (tonnes CO ₂ e)	% of total (2025)
Scope 1	358,42	0.07%
Scope 2 (location-based)	297,16	0.06%
Scope 3 (**)	501,426	99.87%
Total	502,082	100.00%

Our reduction efforts are paying off. We have now already achieved 54.30% of our target 80% reduction within Scope 1 (compared to the 2019 baseline year). For our Scope 2 emissions, the reduction depends on the calculation method: location-based or market-based. According to the market-based methodology, our Scope 2 emissions are already at 0 tCO₂e, thanks to the fact that we purchase 100% green electricity. (*)



Levering our lever function in the port area (scope 3)

Our indirect emissions are divided as such:

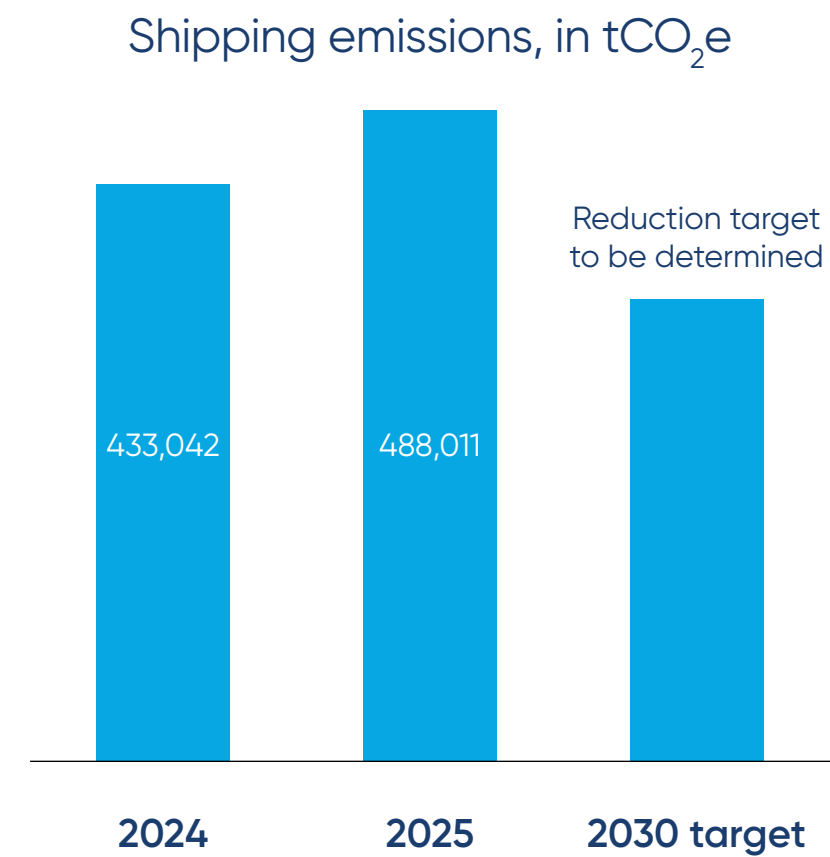
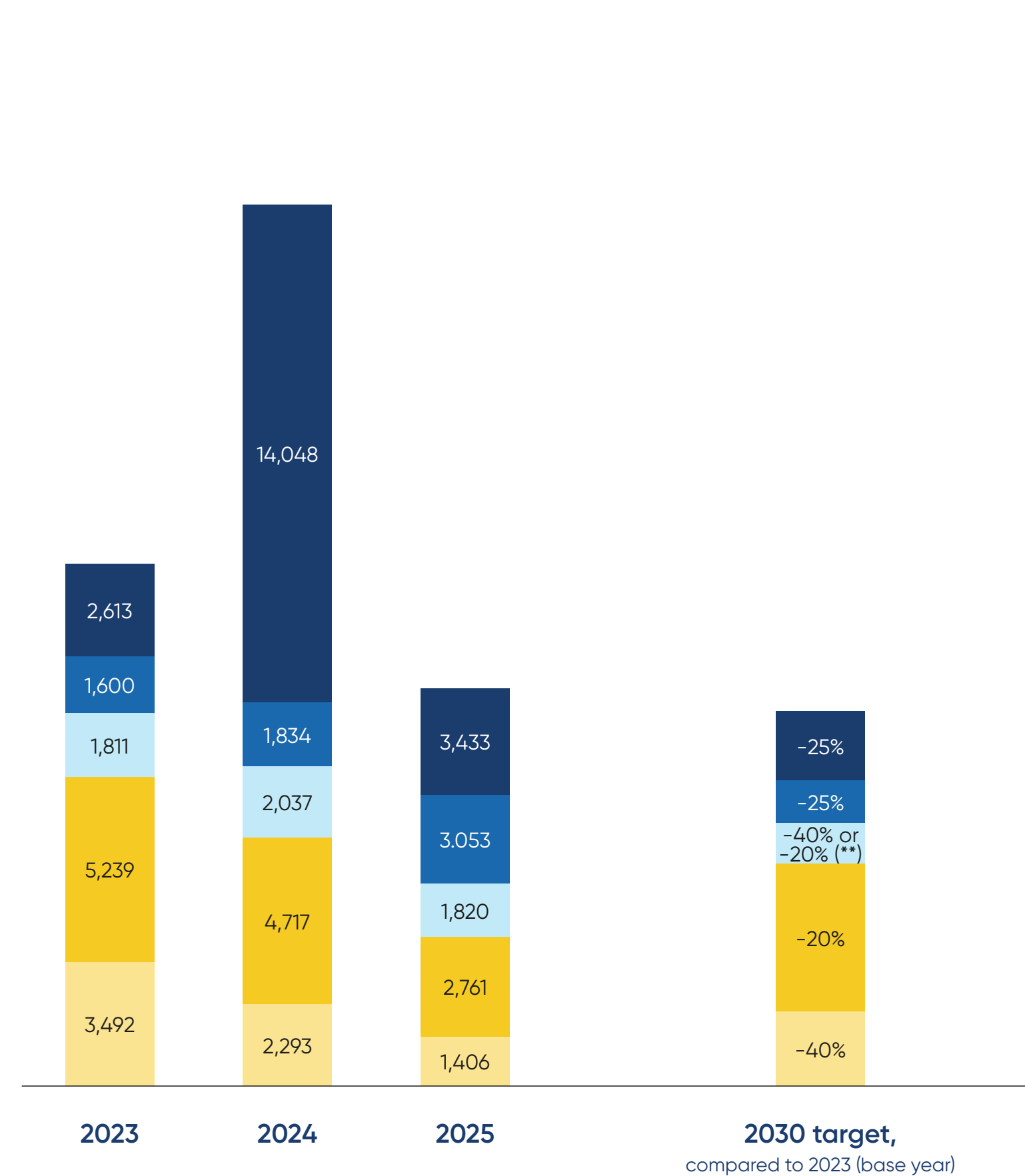


(*) Under the location-based method, emissions are calculated based on the average emission factor of the electricity grid. According to that calculation, a 8.67% reduction has been achieved since 2019.

(**) At present, minority interests are not included in scope 3 category 15 (Investments). In 2026, we will investigate and develop a method for estimating these emissions, with the intention of incorporating this into a future reporting cycle.



The figures have evolved as follows over the years. Below, we show the trend again, set against our 2030 target. See the appendix 'Our CO₂ emissions' for the detailed results.



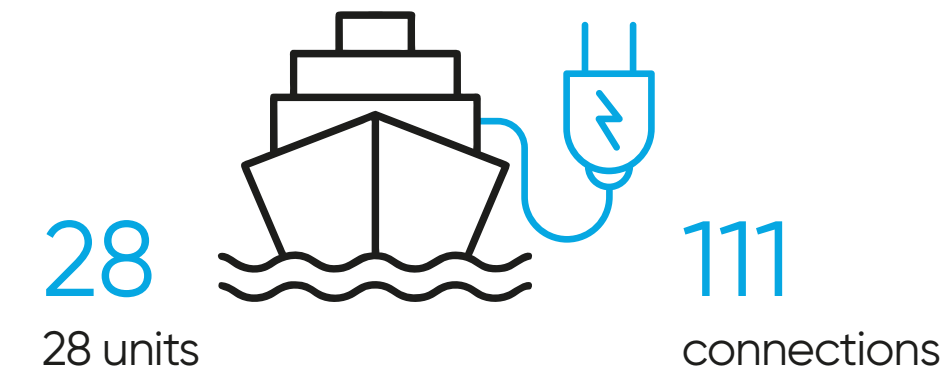
- Purchased goods and services: infrastructure works construction equipment
- Purchased goods and services: infrastructure works building materials
- Purchased goods and services: dredging
- Purchased goods and services: other (*)
- Capital goods

Specifically for shipping, we actively monitor the performance of incoming vessels via the Environmental Ship Index (ESI) and the Green Award certificates. By systematically monitoring both systems, North Sea Port actively promotes sustainable and safe shipping in the port area.

807 ESI
Environmental Ship Index (2025)

4,628
Green Award-certificates (2025)

Shore power for inland shipping

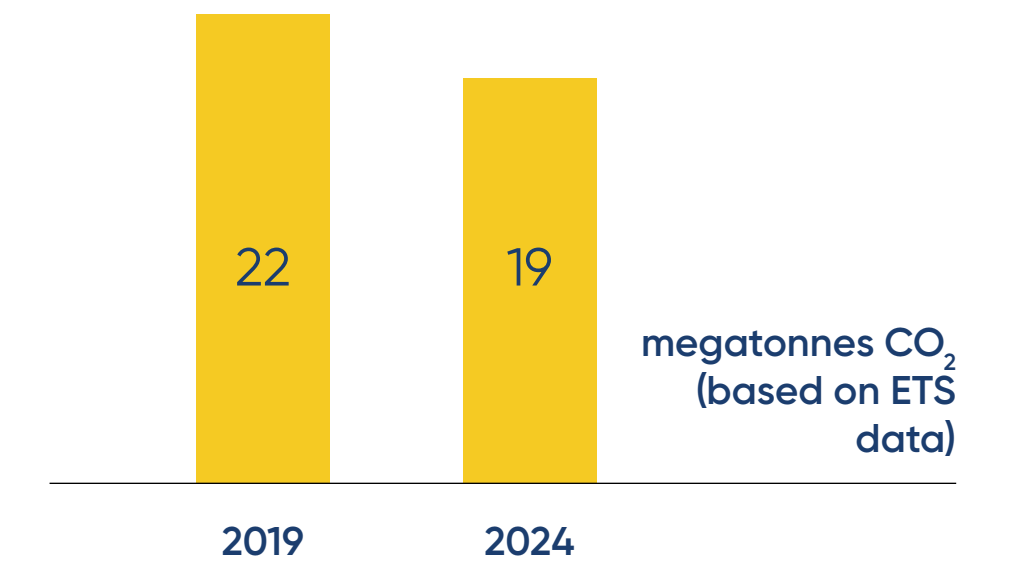


553 MWh delivered in 2025

Industry in the port area (outside our scope)

In line with our strategic objectives from [Impact 2030](#), we support our customers in realising investments that accelerate the transition.

Industrial emissions within the port area show a downward trend (**):



(*) 'Purchased goods and services: other' comprises various expenditure related to the day-to-day operations of North Sea Port, such as studies and consultancy, IT subscriptions, insurance, office supplies and similar goods and services. These items fluctuate in line with our activities and needs. 'Capital goods' includes the purchase and construction of fixed assets such as buildings, installations, vehicles or other tangible assets that are used by the organisation over the long term. The emissions associated with the production of these goods are generally attributed to the year in which the purchase or construction takes place. Emissions within this category can therefore vary significantly from year to year.

(**) Targeted reduction: 40% linked to construction equipment, 20% linked to building materials

(***) This reduction is largely attributable to a decline in production. The figure highlights the need for structural investments and transition projects to achieve sustainable emissions reductions.



Protect workers in the value chain

As a client for infrastructure projects and as the port authority responsible for maritime services, North Sea Port's operations rely heavily on workers throughout our value chain: people employed by suppliers, dockworkers, staff of companies in the port area, seafarers, lorry drivers and others. For these groups, there are risks at sector level regarding safety and working conditions. North Sea Port aims to actively mitigate these risks. We take our responsibility seriously as the coordinating body in the port area and are committed to clear rules, consistent safety requirements and accessible reporting channels. Every day, we work together with other local authorities such as the police, customs and the armed forces to ensure safety.

Our approach

North Sea Port takes an active role in protecting employees in our value chain as effectively as possible. In terms of safety, many of the measures we describe in the chapter ['Strengthen the resilience and safety of our port'](#) also benefit them.

Policy instruments

- Port regulations and bylaws
- Policy framework for future lorry parks
- Safety policy
- Procurement and tendering policy

Channels and procedures

- Whistleblower channel
- Safety coordinators
- Port State Control
- ISPS security plan





Policy instruments

- **Port regulations and bylaws**

Our port operates in accordance with national, international and local legislation and regulations. The general port regulations issued by the Port Captain's Office play a key role in maintaining order and safety within our territory. In the Ghent port area, separate agreements also apply: the Port Police Regulations and the Port Traffic Regulations. In the long term, we aim to establish uniform rules for the entire port area.

- **Policy framework for future lorry parks**

For several years now, we have had a strategic policy framework for the development of lorry parks in our port area, with a focus on safety for both cargo and drivers.

- **Safety policy**

Safety requirements always apply to infrastructure works in our port area. At present, plans may still vary in content, depending on the approach of project leaders and asset managers. However, we are in the process of standardising our safety policy, so that clear and comparable safety requirements will apply to all works.

- **Procurement and tendering policy**

The guidelines of our procurement and tendering policy are designed to ensure that our partners and suppliers guarantee fair working conditions and protect the rights of their employees. As required by law, we deliberately limit the number of subcontractors.

Channels and procedures

- Our **whistleblowing channel** is also available to supply chain workers.
- Issues can be reported to the **safety coordinators** at infrastructure sites.
- Through **Port State Control**, carried out by the competent national inspection services, the working and living conditions of seafarers on board are monitored.
- The **ISPS security plan**, drawn up by the Port Facility Security Officer of the ISPS-certified terminals, also secures our maritime facilities.



Our strategic objective

By 2030, we aim to develop **two new truck parks** with associated loading facilities in our port area: one for the Sloehaven and one for the Kanaalzone. The added value of both parks lies in their safety and security, with a focus on lighting, fencing and social supervision. Their central location improves oversight of the safety of cargo and drivers. We also expect positive effects in terms of road safety and tackling underground crime in the port.

Highlighted actions

Improving the safety of dockworkers

In 2026, with the new [Port Pass](#), we will introduce a digital solution that replaces physical port passes. The platform will make a significant contribution to the safety of dockworkers in our port, which should also improve overall maritime security and the fight against drugs. At the same time, Port Pass will drastically reduce administrative burdens for transporters and terminals.

Supporting the services provided by seamen's hostels

Seamen's hostels are important meeting places for seafarers, who are often away from home for months at a time. Seafarers' hostels offer practical and psychosocial support, and play an important role as a reliable link and point of trust for seafarers. They create a safe environment where crew members, often far from home and working in difficult conditions, can go for a chat, relaxation and human connection. Thanks to their accessibility and independent nature, they detect early signs of psychosocial problems, stress, abuse or social isolation, and can pass these signals on to the appropriate authorities in good time. In addition, they offer pastoral care, regardless of religion or background, and serve as a neutral space where seafarers can find support without judgement. This makes seafarers' centres a crucial player in the wider welfare network supporting international crews.

North Sea Port supports a seafarers' centre at all its locations: Stella Maris in Ghent, Seamen Center in Terneuzen and Seafarers' Centre in Vlissingen. In the port of Vlissingen, a unique additional service was introduced at the end of 2025 to enhance the well-being of seafarers and improve access to the seafarers' centre. During a trial period of six months, seafarers will be picked up free of charge by a traditional flat-bottomed boat from ships that are not accessible via the quay, so that they can still make use of the facilities and social contact on shore. In 2025, North Sea Port made a one-off additional investment contribution, specifically earmarked for the refurbishment of the Seamen's Home in Vlissingen.

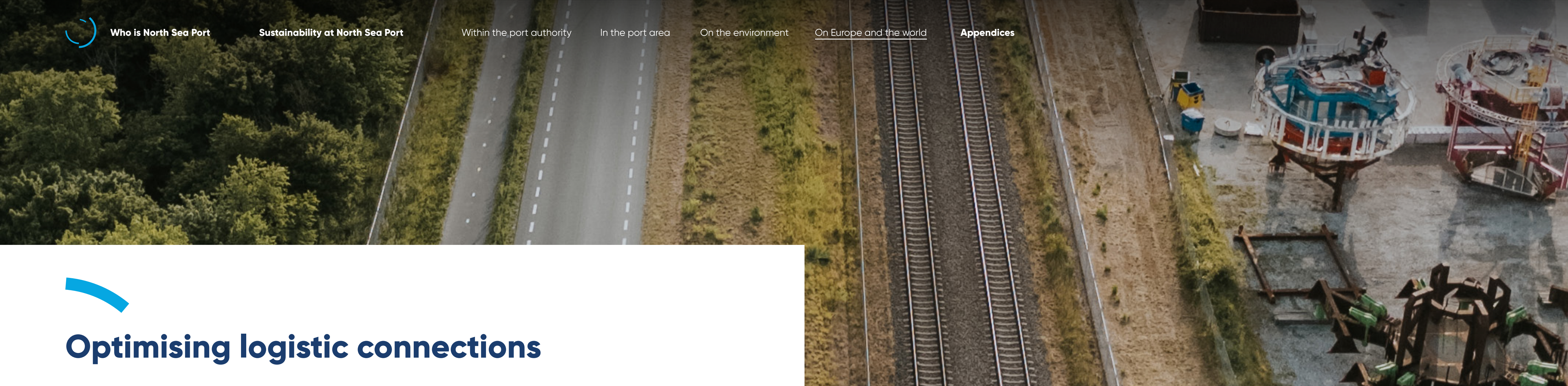
Additional initiatives

- **North Sea Port Talent**
Through the [North Sea Port Talent](#) platform, we help to fill vacancies in and around the port area more quickly. The Interreg Flanders-Netherlands project North Sea Port Talent 2.0 strengthens the regional labour market through close cooperation between the City of Ghent, Voka East Flanders, VDAB, North Sea Port, North Sea Port Talent and UWV. North Sea Port is a member of the board of directors and also makes a financial contribution
- **Max Mobiel**
Max Mobiel offers sustainable transport solutions, such as shuttle services, to transport employees more efficiently to their workplace. The service covers the Ghent region and the Flemish part of the port area. North Sea Port is a member of the board and also contributes financially to the initiative.



Our performance





Optimising logistic connections

North Sea Port optimises logistics connections via an integrated multimodal network comprising maritime shipping, inland waterways, rail and road. Goods are transported quickly, reliably and sustainably from the North Sea to the European hinterland. Its strategic location along key European transport corridors enables multiple transport modes, thereby reducing congestion and shortening transit times. North Sea Port invests in modern infrastructure and digitalisation, such as connection to the Portbase Port Community System and the North Sea Portal, to streamline processes and improve data sharing. Cross-border collaborations, rail development and new logistics hubs strengthen connectivity with European markets and contribute to a resilient and future-proof logistics ecosystem.

Our approach

For North Sea Port, a focus on inland waterway transport, rail development and cargo consolidation. Our port is well equipped for this, with maritime access to the North Sea and strong hinterland connections, including via regular scheduled services. As we continue to grow as a leading European port, we are targetedly expanding the number of open intermodal connections.

The following transport modes are represented within North Sea Port:

Short sea shipping

We have sustainable connections with Great Britain, Scandinavia, the Baltic States, the Mediterranean and the Black Sea, Turkey and North Africa.

Deep-sea shipping

Large volumes are transported, shipped and processed worldwide directly by sea.

Inland waterway transport

Almost 60% of our transport is carried out via inland waterways – this is what makes North Sea Port unique. With regular scheduled services we consolidate cargo where possible.

Rail transport

Rail transport is crucial to the sustainable growth of our port. It already accounts for almost 10% of our modal split. Our ambition is to increase this share to 15%.

Road transport

We are promoting electrification, autonomous transport and alternative fuels, whilst at the same time steering towards a more sustainable mix with more rail and inland waterway transport. With electric lorries, we are aiming for smart last-mile solutions, centrally positioned at suitable locations.

Pipelines

A European cross-border pipeline network with open access will eventually connect the national networks of Gasunie and Fluxys. This network contributes to the development of CCS initiatives and the hydrogen chain in our port area, and connects businesses to a wide hinterland, other industrial clusters and European ports.



The Canal Seine-Nord strengthens the position of North Sea Port

North Sea Port is already a key link to Northern France, with direct multimodal connections via rail and road. From 2033 at the latest, our port will also be connected to the region via inland waterways when the Canal Seine-Nord Europe comes into service. Via the new waterway, inland vessels will then be able to transport up to 4,400 tonnes of goods between the French Seine ports and the northern French seaports – and on to Ghent, Antwerp and Rotterdam.

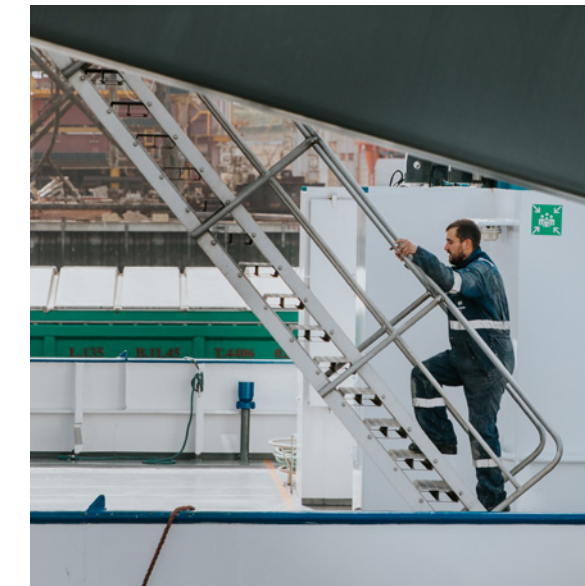
Our strategic objectives

Our focus on the modal shift leads to the following targets for 2030:

Intermodal connections

Share in railroad transport

Inland shipping and short-sea



- We are increasing the number and diversity of open **intermodal connections**.
- We are increasing the **share of rail transport** in the multimodal expansion to 15%, as set out in the letters of intent from North Sea Port, ProRail and Infrabel.
- We are maintaining the share of **inland waterway** transport at a **minimum of 60%** and expanding the number of **short sea connections**.

Highlighted actions

Shipping

On 1 August 2025, the **New Lock in Terneuzen** became fully operational: a significant milestone. The New Lock improves access to and from the North Sea, the Western Scheldt and the Ghent-Terneuzen Canal. This allows us to significantly increase the capacity of the North Sea lock complex and provides larger seagoing vessels with smoother access to North Sea Port and the European hinterland.

In addition, new **inland waterway connections** are being developed to northern France (via the Canal Seine-Nord, see above) and Germany. Connections with ports in the Netherlands and Flanders are also being strengthened.

Rail transport

With the **Rail Ghent-Terneuzen** project, we are expanding rail capacity, tackling bottlenecks and making rail transport a logical option.

In 2025, we launched a **group procurement scheme for rail transport**. Companies in the Ghent section of our port will now purchase their rail transport jointly, which increases transparency, reliability and efficiency. The rail zone has been allocated to the Belgian rail operator Lineas.

In addition, we are optimising **Single Wagon Load transport (SWL)**. This flexible form of rail transport, in which individual wagons are combined into a single train, makes it possible to transport even smaller shipments efficiently by rail.



Road transport

New lorry parks are essential for the accessibility of the port and the region, the well-being of drivers and the quality of life in and around the port area. Read more about this in the chapter ['Protect workers in the value chain'](#).

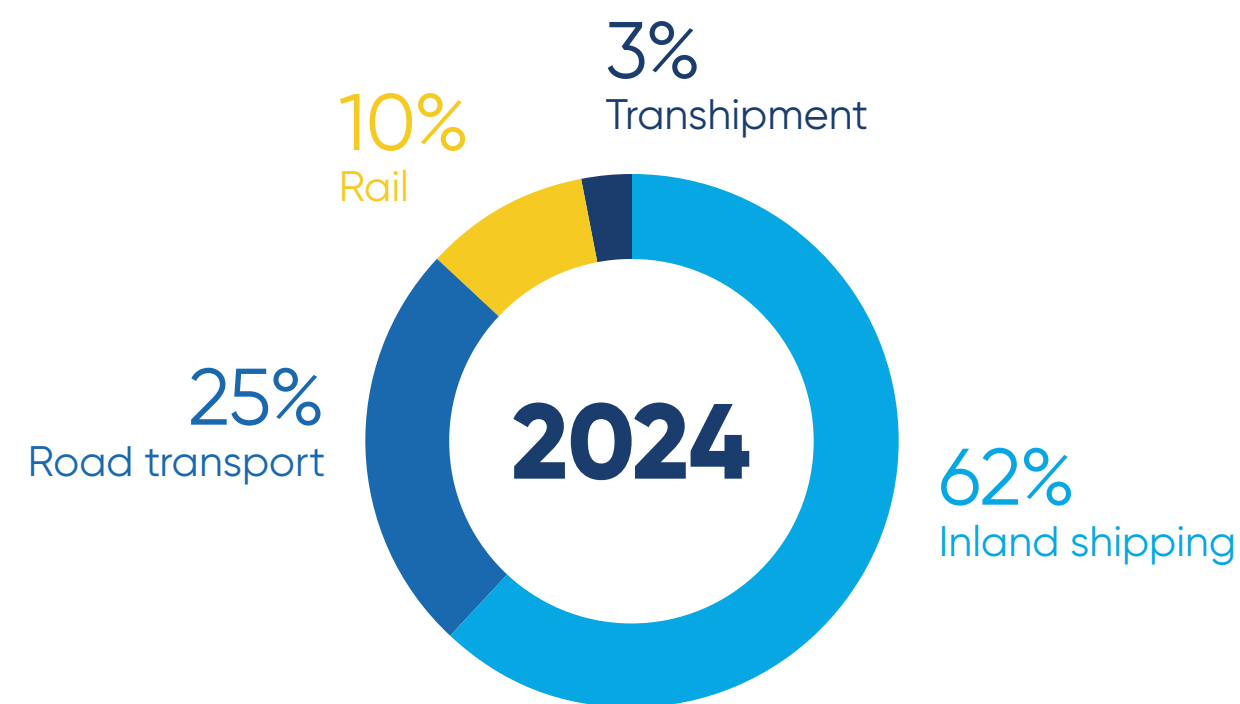
Pipelines

Within a few years, a **cross-border pipeline network** with Fluxys (Belgium) and Gasunie and its subsidiary Hynetwork Services (HNS) (Netherlands) will be operational, when both companies connect their national hydrogen networks in our port area. This will create one of the first cross-border hydrogen networks with open access in Europe.

Thanks to its scale, the network contributes to the development of the hydrogen chain in our port area. It creates an open market that connects hydrogen suppliers and consumers and gives companies access to a large hinterland, other industrial clusters and European ports.

Our performance

The modal split reflects the transport options that companies use to transport goods from North Sea Port to the hinterland.



Projects for military mobility

As part of Host Nation Support – whereby a country provides logistical and operational support to allies passing through its territory – our port serves as a hub for military operations. This was also the case during the following military operation in Vlissingen, where some 1,400 American military vehicles – including tanks and combat vehicles – were unloaded and transported to destinations in Poland, Germany and Latvia. One of our terminals temporarily served as an airfield for dozens of military helicopters. The Dutch Army and various air force bases provided logistical and operational support for the operation.

Appendices

- Our CO₂ emissions
- About this report
- Our memberships
- Audit Report





Our CO₂ emissions

In tonnes CO ₂ -eq.	2019	2020	2021	2022	2023	2024	2025	Reduction realised	Target 2030
SCOPE 1									
Own vehicles and vessels	784.31	431.03	445.45	272.34	367.59	392.79	358.42	-54.30%	80% reduction compared to 2019
Heating of own buildings									
SCOPE 2									
Purchased energy ('location-based')	325.37	415.72	2,021	238.57	301.13	298.25	297.16	-8.67%	80% reduction compared to 2019
Purchased energy ('market-based')	0	0	0	0	0	0	0		
SCOPE 3									
Shipping						433,042	488,011	-22.91%	
Purchased goods & services - infrastructure works construction equipment					5,239.31	4,717.64	2,761.08	-47.30%	20% reduction building materials compared to 2023
Purchased goods & services - infrastructure works building materials					3,492.87	2,293.93	1,405.95	-49.10%	40% reduction construction equipment compared to 2023
Purchased goods & services - dredging	1,181.29	1,172.91	1,720.72	1,556.62	1,811	2,037.32	1,820	-20.06%	40% reduction construction equipment compared to 2023 20% reduction building materials compared to 2023
Purchased goods & services - other					1,600	1,834	3,053.00	90.81%	25% reduction compared to 2023
Capital goods					2,613	14,048	3,433.00	31.38%	25% reduction compared to 2023
Energy related activities	226.77	180.69	153.42	194.67	219.2	191.15	134.02	-40.90%	80% reduction compared to 2019
Waste					478.25	552.33	587.22	22.79%	25% reduction compared to 2023
Commuting					178.18	165.51	180.79	1.46%	25% reduction compared to 2023
Business travel	15.29	0.38	1.43	14.97	29.84	45.01	40.66	36.23%	25% reduction compared to 2023



About this report

This is the first sustainability report from North Sea Port, which was formed on 1 January 2018 following the merger of Zeeland Seaports and the Port of Ghent. With eight public shareholders in Belgium and the Netherlands, North Sea Port is unique in Europe: a single cross-border entity that connects the economy, sustainability and people.

This sustainability statement has been prepared on a consolidated basis. The scope of consolidation corresponds to that of the financial statements. Our sustainability statement covers both our own operations and our upstream and downstream value chain.

Further information about our organisation:

- Legal form: European Company (Societas Europaea, SE)
- NACE code: 52220 – nautical services and the granting of port concessions
- Balance sheet total (31-12-205 NSP SE): €990,184,000
- Turnover (31-12-205 NSP SE): €148,458,000

As North Sea Port is no longer subject to the CSRD reporting obligation following the European Commission’s omnibus proposal, we have applied the guidelines of the voluntary sustainability reporting standard for smaller organisations (VSME) for this report. We followed Option B: Basic Module + Comprehensive Module, unless the VSME metrics were deemed irrelevant. We did not make use of the option to exclude specific information relating to intellectual property, know-how or innovation results from this report. In addition, we have decided not to make use of the option to exempt reporting on upcoming developments or negotiations.

Geolocation of owned, leased or managed sites:

Site	Address	Postcode	Town	Country
Ghent – Office	John F. Kennedylaan 32	9042	Ghent	Belgium
Terneuzen – Office	Schelpenpad 2	NL-4531 PD	Terneuzen	Netherlands
Ghent – Visitor Centre	Rigakaai 1	9000	Ghent	Belgium
Ghent – Port House	Graslei 14	9000	Ghent	Belgium
Ghent (Desteldonk) – Technisch gebouw	Skaldenstraat 58	9042	Desteldonk	Belgium
Nieuwdorp – Mariahoeve	Akkerweg 1	4455 TP	Nieuwdorp	Netherlands
Sas van Gent – Westkade	Westkade 89	4551 CE	Sas van Gent	Netherlands

Our memberships

North Sea Port is a member of various forums, trade associations and other initiatives. We are currently a member of:

- Branch Consultation for Seaports (BOZ): BOZ brings together the five seaport operators of national importance in the Netherlands: Groningen Seaports, North Sea Port, Port of Rotterdam, Port of Moerdijk and Port of Amsterdam.
- European Federation of Inland Ports (EFIP): EFIP brings together nearly 200 inland ports and port authorities in 18 countries of the European Union, Switzerland, Serbia and Ukraine.
- European Sea Ports Organisation (ESPO): ESPO represents the port authorities, port associations and port administrations of the seaports of 21 Member States of the European Union and Norway at EU policy level.
- Hydrogen Europe: Hydrogen Europe is the European association that represents the interests of the hydrogen industry and its stakeholders and promotes hydrogen as a catalyst for a zero-emission society.
- International Association of Ports & Harbours (IAPH): IAPH promotes the interests of ports worldwide through strong member relations, cooperation and information exchange.
- MORA Mobility Council: MORA formulates advice and recommendations for the Flemish Parliament and the Flemish Government on the broad outlines of policy, on draft decrees and on strategic decisions relating to mobility.
- Dutch Association of Inland Ports (NVB): The NVB stands for the professional and independent representation of the interests of Dutch inland ports.
- NedZero: NedZero represents the Dutch wind energy sector, comprising developers, owners, manufacturers, (maintenance) contractors, OEMs, consultants, port authorities, research institutions and investors.
- NLHydrogen: NLHydrogen is the trade association that connects, strengthens and represents the hydrogen sector.
- Smart Delta Resources (SDR): Within SDR, energy- and resource-intensive companies in the Flemish-Dutch Scheldt Delta region have joined forces in a partnership involving industry, ports, research institutions and government bodies.
- Rail Freight Roundtable: The Rail Freight Roundtable is a consultative body in which manufacturing and trading companies, rail freight operators, terminals, ports and ProRail consult with the Ministry of Infrastructure and Water Management on the future of Dutch rail freight transport.
- Flemish-Dutch Delta (VND): VND is a cross-border network in which the provinces of Antwerp, North Brabant, East Flanders, West Flanders, Zeeland and South Holland participate.
- VNO-NCW (Netherlands) and VOKA (Flanders): These are employers' organisations that represent the interests of businesses.

NORTH SEA PORT NV

**Statutory auditor's report to the board of directors
concerning limited assurance on the consolidated
statement of greenhouse gas emissions as
at 31 December 2024 and as at 31 December 2025**

STATUTORY AUDITOR'S REPORT TO THE BOARD OF DIRECTORS CONCERNING LIMITED ASSURANCE ON THE CONSOLIDATED STATEMENT OF GREENHOUSE GAS EMISSIONS AS AT 31 DECEMBER 2024 AND AS AT 31 DECEMBER 2025

In accordance with the terms set out in our engagement letter dated 13 February 2026, we were appointed by the board of directors of North Sea Port NV (the "Company") to report, with limited assurance, on the consolidated statement of greenhouse gas emissions as at 31 December 2024 and as at 31 December 2025 (the "Statement").

The Statement has been prepared in accordance with the GHG Protocol Corporate Standard (the "Reporting Criteria").

Conclusion with limited assurance

We have performed an assurance engagement with limited assurance on the Statement of the Company.

Based on our work and the assurance information obtained, nothing has come to our attention that leads us to believe that the Scope 1, 2 and 3 greenhouse gas emissions for the reporting periods 2024 and 2025, as included in the sustainability report of North Sea Port NV, are not prepared, in all material respects, in accordance with the Reporting Criteria.

Basis for conclusion

We conducted our assurance engagement with limited assurance in accordance with ISAE 3000 (Revised), "Assurance engagements other than audits or reviews of historical financial information" ("ISAE 3000 (Revised)"), as applicable in Belgium.

Our responsibilities under this standard are described extensively in the section of our report "Responsibilities of the statutory auditor concerning the engagement with limited assurance on the Statement".

We have complied with all ethical requirements that are relevant to our assurance engagement on the Statement, including those concerning independence.

We apply the international standard on quality management 1 (ISQM 1), which requires the firm to establish, implement, and apply a quality management system, including policies or procedures related to compliance with ethical requirements, professional standards, and applicable legal and regulatory requirements.

We have obtained the necessary clarifications and information from the administrative body and officials of the Company required for our engagement with limited assurance.

We believe that the assurance information we have obtained is sufficient and appropriate to provide a basis for our conclusion.

Responsibilities of the administrative body concerning the preparation of the Statement

The administrative body is responsible for the preparation and presentation of the data in the consolidated statement of greenhouse gas emissions, included in the sustainability report of North Sea Port NV as at 31 December 2024 and as at 31 December 2025 in accordance with the Reporting Criteria.

This responsibility includes:

- the selection and application of the most appropriate methods for preparing the Statement of the Company;
- establishing, implementing, and maintaining such internal control measures the administrative body deems necessary for the preparation of the Statement that is free from material misstatements, whether due to fraud or error; and
- selecting and applying appropriate methods for the Statement, and making assumptions and estimates that are reasonable under the given circumstances.

The board of directors is responsible for monitoring the Statement of the Company.

Responsibilities of the statutory auditor concerning the engagement with limited assurance on the Statement

It is our responsibility to plan and perform the assurance engagement with the objective to obtain limited assurance as to whether the Scope 1, 2 and 3 greenhouse gas emissions for the reporting periods 2024 and 2025, included in the Statement, are free from material misstatements, whether due to fraud or error, and to issue an assurance report with limited assurance that includes our conclusion.

Misstatements can arise from fraud or error and are considered material if it is reasonably expected that they, individually or in aggregate, could influence the decisions made by users based on the Statement.

As part of the assurance engagement with limited assurance in accordance with ISAE 3000 (Revised), as applicable in Belgium, we apply professional judgment and maintain a professionally skeptical attitude during the engagement. The work performed in an engagement to obtain limited assurance, referred to in the section "Summary of work performed," is less extensive than for an engagement to obtain reasonable assurance. Therefore, we do not express an opinion with reasonable assurance as part of this engagement.

Our responsibilities regarding the Statement, include:

- Gaining an understanding of the selection and application of the most appropriate methods for the information in the Statement of the Company; and
- Designing and performing procedures to evaluate whether the assumptions and estimates made are reasonable in the given circumstances.

Our other responsibilities regarding the Statement include:

- Gaining an understanding of the entity's control environment, relevant processes, and information systems for preparing the Statement, but without assessing the design of specific control activities, obtaining corroborating information about their implementation, or testing the effective functioning of the established internal controls;

- Identifying areas where material misstatements are likely to occur in the Statement, whether due to fraud or error; and
- Designing and performing procedures that respond to areas where material misstatements in the Statement are likely to occur. The risk of not detecting a material misstatement is higher if the misstatement results from fraud rather than error, as fraud may involve collusion, forgery, intentional omissions of transactions, intentional misrepresentation, or the override of internal controls.

Summary of work performed

An assurance engagement with limited assurance involves performing procedures to obtain assurance information about the Statement. The nature, timing, and extent of procedures performed in an engagement with limited assurance differ from those in an engagement with reasonable assurance and are less extensive.

Consequently, the level of assurance obtained in an engagement with limited assurance is substantially less than when an engagement with reasonable assurance was performed.

The nature, timing, and extent of selected procedures depend on professional judgment, including the identification of areas where material misstatements in the Statement, resulting from fraud or error, are likely to occur.

In conducting our engagement with limited assurance with respect to the Statement, we have:

- Gained an understanding of the processes used by the Company to prepare the Statement, in accordance with the Reporting Criteria, as well as the relevant internal controls, for the purpose of planning appropriate procedures given the circumstances;
- Made enquiries of the employees responsible for collecting the data and for the calculations of the greenhouse gas emissions; and
- Obtained assurance information to support the greenhouse gas emissions data and the factors applied by the Company, as well as the identified trends.

Other matter

This report is intended solely for the use of the Company, in connection with their reporting on the consolidated statement of greenhouse gas emissions of North Sea Port NV as at 31 December 2024 and as at 31 December 2025. We do not accept or assume any liability to any other party to whom this report may be shown or come into possession.

Antwerp, 16 April 2026

BDO Bedrijfsrevisoren BV
Statutory auditor
Represented by David Lenaerts*
Auditor
*Acting for a company



North

Together.
Smarter.

Sea

Port