



CONFIDENTIAL | PROFILE

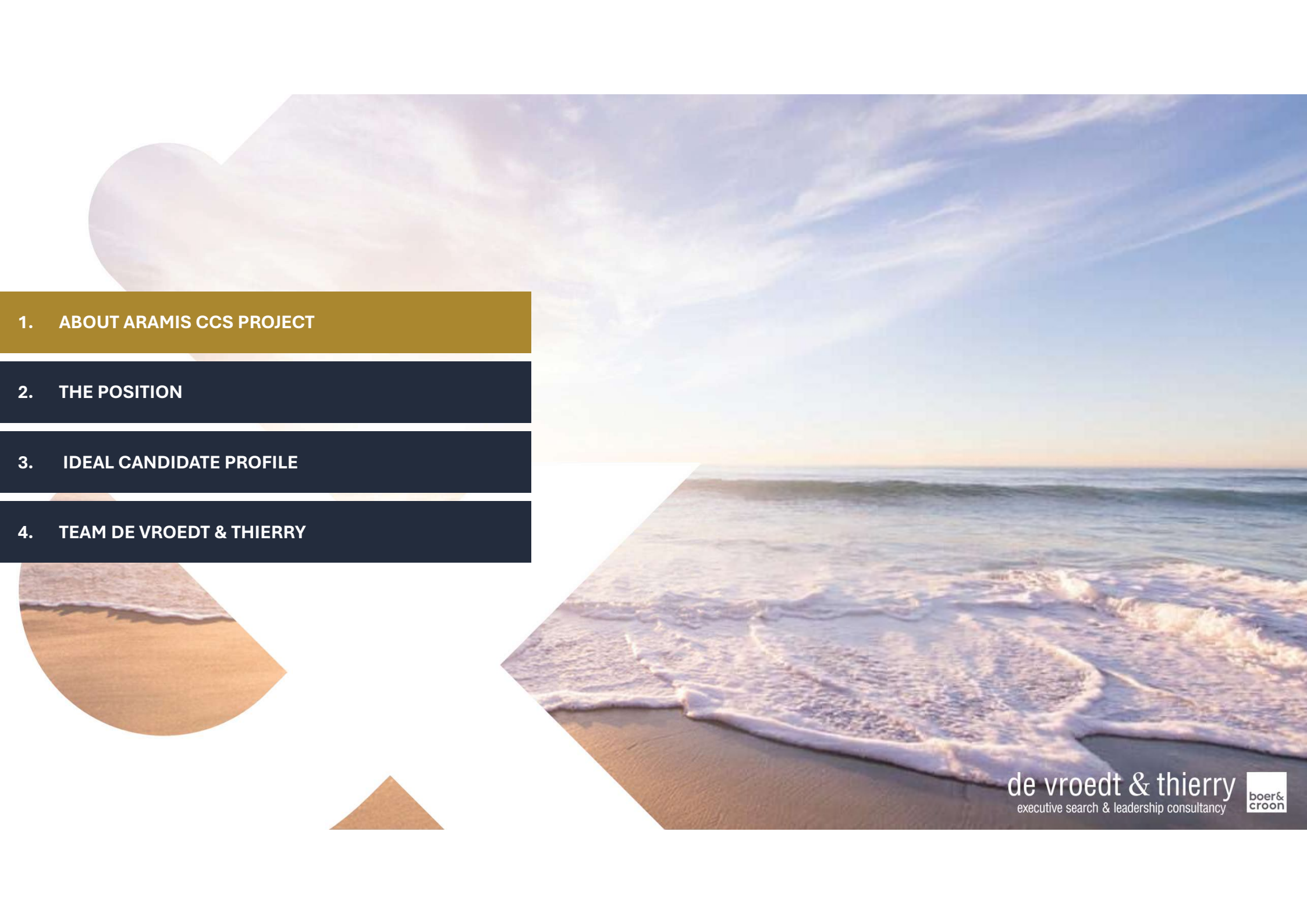
**Project Director
Aramis CCS Project**

2026



de vroedt & thierry
executive search & leadership consultancy





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1. ARAMIS CCS PROJECT

Aramis is a large-scale CCS project designed to help hard-to-abate industries reduce CO₂ emissions by providing CO₂ transport infrastructure that unlocks offshore storage capacity. The project is being developed by Gasunie and EBN and is expected to be among the largest of its kind in Europe, with a planned final investment decision in 2027 and start-up anticipated in 2030.

Located on the Maasvlakte in the Port of Rotterdam, Aramis will provide CO₂ transport services towards a central distribution hub in the North Sea, thereby providing access to third-party CO₂ storage services for industrial clusters in the Netherlands and potentially beyond. Captured CO₂ will be transported through a dense-phase offshore trunkline and stored in depleted offshore gas fields deep under the North Sea.

The system will be developed on an open-access and non-discriminatory basis, enabling additional industrial customers and storage fields to be connected incrementally over time. This creates a scalable CCS value chain in which multiple emitters, infrastructure owners and storage operators can participate, supporting Dutch and European climate objectives.



The Aramis JV remains subject to merger clearance and final shareholder approvals. Until incorporation and FID, the partners are jointly progressing key planning, development and venture set-up activities under a Cooperation Agreement, including alignment across the integrated value chain.

Once constructed and commissioned, Aramis aims to ensure safe, stable and efficient operations, initially supporting start-up volumes of around 5 Mtpa before ramping up to its installed capacity of 22 Mtpa. The partnership will combine technical expertise, CCS experience and shareholder capabilities to deliver a secure, scalable and environmentally responsible CO₂ transport solution, supporting the broader decarbonisation ambitions of industrial customers.

For more general information please visit the Aramis [website](#).

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1. ARAMIS CCS PROJECT



Financial and Operational Highlights

- Aramis represents a major capital project with direct investment of around €2 billion making disciplined cost control, risk management, effective contract management, schedule management and partner alignment essential to successful delivery.
- FID is planned for 2027 and RFO for 2030, maintaining schedule discipline, contractor performance management, and alignment of key value-chain interfaces and dependencies critical to successful delivery.
- Aramis has no direct control over broader source-to-sink investments, which are collectively estimated to exceed €5 billion across the wider CCS value chain, including emitters, terminals, storage developers and partner JVs.

Culture

The project organisation will be staffed primarily by personnel from the two JV partners, who will fill the key project positions and provide the long-term organisational capability. Targeted expertise and continuity support from Shell and TTE will be secured, where required, through Secondment Agreements, interim assignments and/or Technical Service Agreements. Against this backdrop, the Aramis JV will need to define and develop its own culture, values and vision: one that

enables all contributors to work effectively together, support the success of the joint venture and continue developing the skills required for a high-performing organisation.

Members of the Board of Directors of Aramis

- Pieter Tavenier, Gasunie
- Joost Hooghiem, EBN

Members of the Steerco of Aramis

- Murat Kilic, Gasunie
- Bram Herfkens, EBN

1. ARAMIS CCS PROJECT

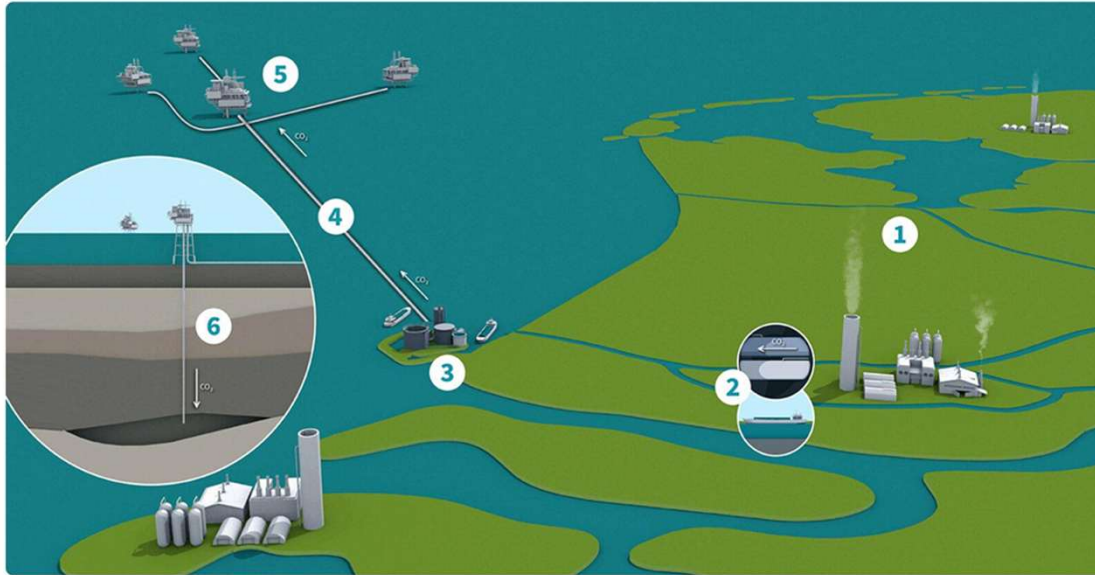


Figure 1 Aramis value chain overview

1. CO₂ capture: industry captures CO₂ and prepares it for transport.
2. CO₂ transport: CO₂ is moved to the Maasvlakte collection hub by onshore pipeline or ship.
3. CO₂ collection hub: CO₂ next handles liquid CO₂ by vessel, while the compressor station pressurises pipeline CO₂; Aramis aims to use compression services from Porthos.
4. CO₂ offshore pipeline: Aramis transports CO₂ offshore to the distribution platform or earlier North Sea branches.
5. Distribution platform: CO₂ is routed via the platform and spurlines to storage-party injection platforms.
6. Platforms and storage: storage companies, including TotalEnergies, Shell and Eni Energy Netherlands, inject CO₂ into depleted gas fields 3–4 km below the seabed.



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2. THE POSITION

Position:	Project Director Aramis
Location:	Rotterdam (situated at a site where also Porthos and CO ₂ next will be located)
Reports to:	Steerco and board of directors

Given the novelty, scale and complexity of Aramis and the wider CCS value chain, the Project Director will be responsible for leading the venture through its next critical phase: establishing an effective project organisation, strengthening cooperation between Gasunie, EBN and key value-chain partners, and driving the project towards FID and subsequent readiness for operations. The role will have the responsibility for building the project management team required to execute a safe, disciplined and environmentally responsible delivery programme.

For the coming period, the emphasis should shift from external positioning to disciplined project delivery. This requires a direct, transparent and trust-building leadership style; strong cost consciousness; and a clear focus on schedule discipline, contract management, project controls and project readiness. The Project Director will need to enhance collaboration across critical interfaces such as Stores, Porthos, CO₂next and DRC, while working closely with shareholders Gasunie and EBN in the interest of the wider CCS system.

A key priority will be to strengthen the organisation for execution, including contracting and contract management capabilities to support the project's complex commercial and contractual



framework, as well as integrated project controls covering risk, estimating, scheduling and cost control. The Project Director will lead a high-performing, action-oriented team, support the managers reporting into the role, and establish the governance, culture, systems and ways of working required to deliver the project through FID and towards operational readiness.

The long-term intent for this role is to be seconded into the Aramis JV. The Aramis JV is expected to be incorporated in 2026 and, until then, the role will operate under a joint cooperation agreement, reporting into a partner entity without formal secondment.

Direct reports: Project Manager, Procurement Manager, Operational Readiness Assessment Manager, Commercial manager, Project Services Manager, Functional Leads.

Other key relationships:

- CCS infrastructure interfaces: Porthos, CO₂next, DRC and storage parties, including Shell K14, TTE L4 and Eni L10.
- FID Forum: alignment and orchestration of FID assurance and planning across the value chain.
- VCI Forum: integration and alignment on key value-chain matters and interfaces.
- Kopgroep: source-to-sink communication and coordination under the auspices of EZK.
- Contractors.

2. THE POSITION



Key Responsibilities

The scale, novelty and interdependence of Aramis require strong stewardship of the JV and its value-chain interfaces. The Project Director is responsible for delivering the Aramis mandate, building the organisation with support from Gasunie and EBN, and influencing critical interfaces over which Aramis has no direct control. Key responsibilities include:

- Deliver the Aramis scope safely, on schedule and within budget, including permitting, engineering, procurement/contracting, construction of the trunkline and distribution hub, commissioning and startup.
- Lead the JV organisation and project leadership team with a clear focus on disciplined project delivery, cost consciousness, and readiness for FID and RFO.
- Ensure effective governance, decision-making and escalation to the SteerCo, Board or partner leadership where matters require resolution beyond Aramis.
- Communicate proactively and transparently with the SteerCo and Board, providing clear insight into progress, risks, decisions and value-chain dependencies.
- Establish strong working relationships across critical interfaces, including Porthos, CO₂next, DRC, storage parties, emitters and other infrastructure owners.
- Ensure the Aramis system is technically operable and integrated with the terminal, compressor station, offshore pipeline, distribution hub and third-party storage interfaces.
- Mobilise technical, commercial and operational expertise within Aramis, Gasunie and EBN to resolve project challenges and strengthen delivery capability.
- Own the Aramis business case input (Databook), updates and maintenance, including relevant subsidy and financing inputs, while recognising that wider value-chain commercial decisions remain with shareholders.
- Ensure Aramis actively contributes to stakeholder and value-chain coordination fora, supporting integrated planning, FID assurance, source-to-sink readiness and collaboration across the wider CCS system.
- Lead project-related communication and public affairs in close coordination with Gasunie and EBN; broader CCS advocacy remains with the shareholders.

2. THE POSITION



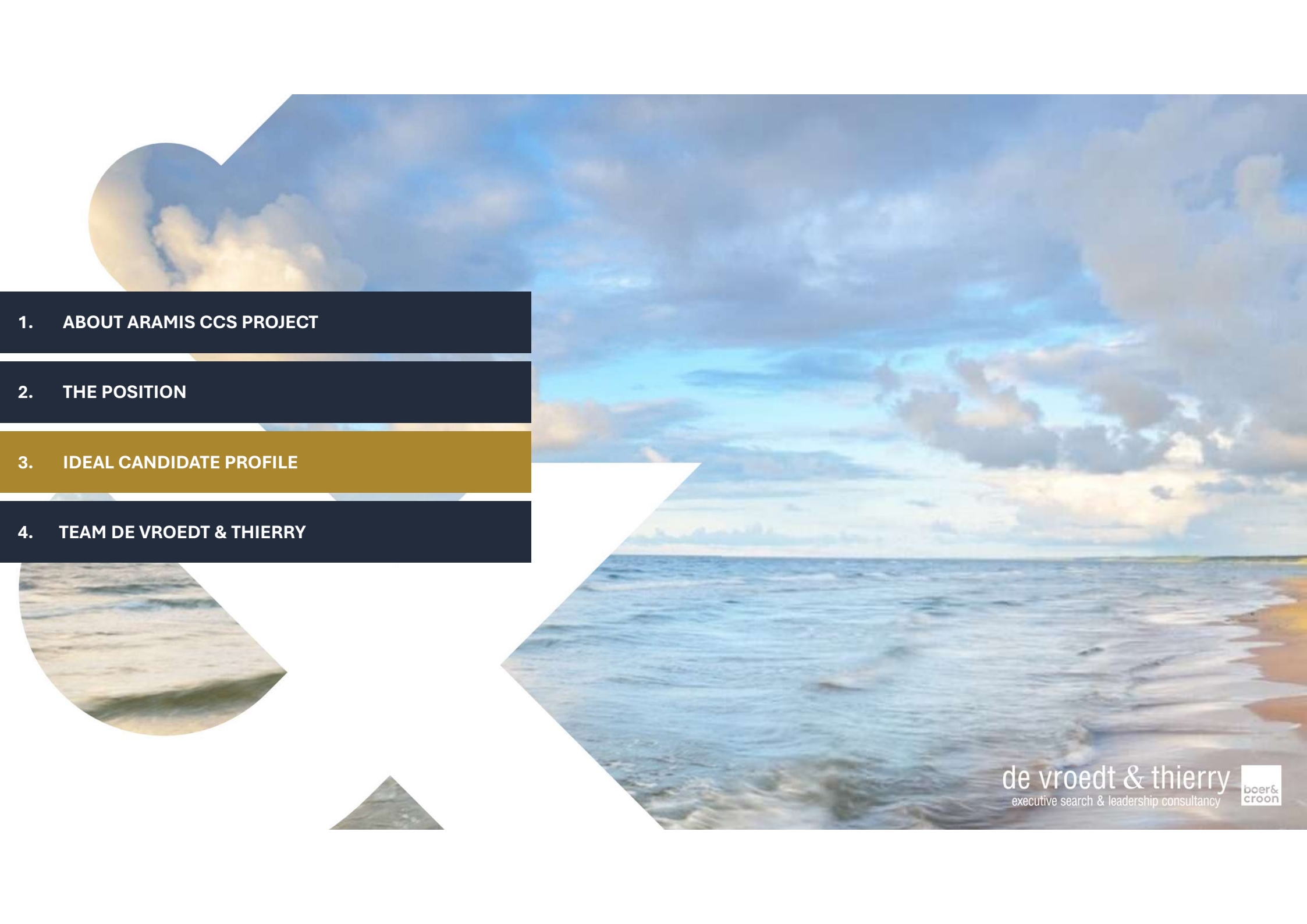
- Develop the business principles, organisation, business management systems and controls required for safe, compliant and environmentally responsible operations.
- Define and develop Aramis' own culture, values and vision, enabling all contributors to work effectively together and build the skills required for a high-performing JV.
- Lead a team of approximately 40–50 staff, comprising direct hires, secondees and capabilities provided by shareholder organisations or technical service arrangements.
- Maximise team effectiveness, safeguard wellbeing, support integration and performance, and build a culture of excellence, delivery focus and safety.
- Create a credible, professional and attractive organisation, with relationships built on cooperation, transparency and trust.

Desired Outcomes

In the coming years, success will be defined by Aramis becoming a credible, delivery-focused JV that is ready for FID and subsequent operational readiness, while contributing constructively to the wider source-to-sink CCS system. Desired outcomes include:

- Built strong, trust-based relationships with Gasunie, EBN, the SteerCo, Board and critical value-chain interfaces, including

- Porthos, CO₂next, DRC, storage parties and emitters.
- Established a direct, transparent and delivery-focused way of working, with clear governance, timely escalation and disciplined decision-making.
- Strengthened the Aramis organisation for execution, including contracting capability, integrated project controls and business management systems covering risk, estimating, scheduling and cost control.
- Created a high-performing JV culture and team of direct hires, secondees and shareholder-provided capabilities, with a strong focus on cooperation, accountability, safety and delivery.
- Positioned Aramis for FID in 2027 and RFO in 2030 by maintaining schedule discipline, cost consciousness, technical operability and effective source-to-sink alignment across the wider CCS system.
- Has started building the trunkline and distribution hub.



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3. THE IDEAL CANDIDATE

The ideal candidate is a pragmatic, delivery-focused leader with a proven ability to operate effectively in a complex JV environment. They combine strong project execution discipline with the ability to build trust, communicate transparently and work constructively across shareholders, partners and key project interfaces. The candidate has experience establishing and leading complex project organisations, strengthening governance, contracting and project controls, and fostering a culture that is collaborative, accountable, cost conscious and focused on safe delivery towards FID, RFO and operational readiness.

Experience

- **Has 15+ years of relevant industry experience**, ideally in large-scale infrastructure, offshore energy, CCUS or other complex capital projects, with exposure to greenfield development, execution preparation and operations readiness;
- **10+ years of leadership experience**: Proven project leader with at least 10 years of leadership experience, ideally in a JV or multi-shareholder environment, with a track record of leading complex projects, building effective project teams, establishing fit-for-purpose governance and aligning diverse stakeholder interests to achieve delivery objectives;
- **Infrastructure/ construction project management experience**: Has led or held senior responsibility for large infrastructure or construction projects through development and execution preparation, including safety, HSE, permitting, engineering,

procurement/contracting, project controls, cost and schedule management;

- **Experienced stakeholder manager**: Has managed complex stakeholder landscapes, including shareholders, industry partners, infrastructure owners, storage parties, customers and public-sector interfaces. Experienced in building effective relationships, resolving issues, negotiating or administering contracts, and contributing constructively to wider value-chain coordination;
- **Venture creation and operational readiness**: Has experience establishing or scaling new organisations, ventures or major projects, including organisational build-up, capability development, operational readiness and transition from project execution to operations
- **Commercial and contractual acumen**: Demonstrated experience with complex commercial frameworks, customer and partner interfaces, contracting strategies and risk allocation in large infrastructure or energy projects;
- **Affinity with innovation and new technologies**: Experience with first-of-a-kind, innovative or highly interdependent projects is a strong plus, including the ability to manage uncertainty, interfaces and risks without losing delivery focus;
- **Dutch citizen and/ or Dutch language skills are a plus**: Dutch language skills and knowledge of the Dutch regulatory, political and industrial context are advantageous, particularly for project-related communication, permitting and public-sector interfaces.



3. THE IDEAL CANDIDATE



Stakeholder management

Collaborating and Influencing with Transparency

- Builds trust through direct, transparent and consistent communication;
- Facilitates cooperation between shareholders, JV partners and critical value-chain interfaces;
- Contributes constructively to stakeholder and value-chain coordination fora;
- Builds relationships based on cooperation, mutual understanding and a source-to-sink mindset.

Strategically strong

Acting Strategically within the Mandate

- Translates the Aramis mandate into clear priorities, plans and decision points;
- Maintains alignment between shareholder objectives, project delivery priorities and source-to-sink readiness;
- Recognises where Aramis has influence but no direct control, and escalates issues effectively;
- Maintains focus on FID, RFO and operational readiness without broadening the scope unnecessarily.

Highly effective in project delivery

Driving Disciplined Delivery

- Creates pace, ownership and accountability around schedule, cost, risk and quality;
- Strengthens contracting, project controls, estimating, scheduling and cost management;
- Uses metrics, KPIs and disciplined reviews to track progress and trigger timely intervention;
- Maintains delivery focus while managing complexity, uncertainty and interdependencies;
- Understands the commercial dynamics of working with contractors.

People management

- Is able to lead a multidisciplinary project team and creates a strong, cohesive team culture;
- Understands system dynamics and actively promotes trust, transparency, and collaboration;
- Ensures broad and open communication across the entire team;
- Encourages team members to speak up proactively whenever concerns or risks arise.

3. THE IDEAL CANDIDATE



Risk awareness

- Creates a culture of proactive risk identification and transparent escalation;
- Recognises emerging threats and opportunities early and translates these into clear decisions;
- Ensures risks and opportunities are actively managed through governance, project controls and contract management processes;
- Balances delivery ambition against risk exposure and shareholder expectations;
- Demonstrates visible leadership on Health, Safety & Environment (HSE), setting clear expectations and accountability and ensuring that safety and environmental considerations are embedded in decision-making and project delivery.

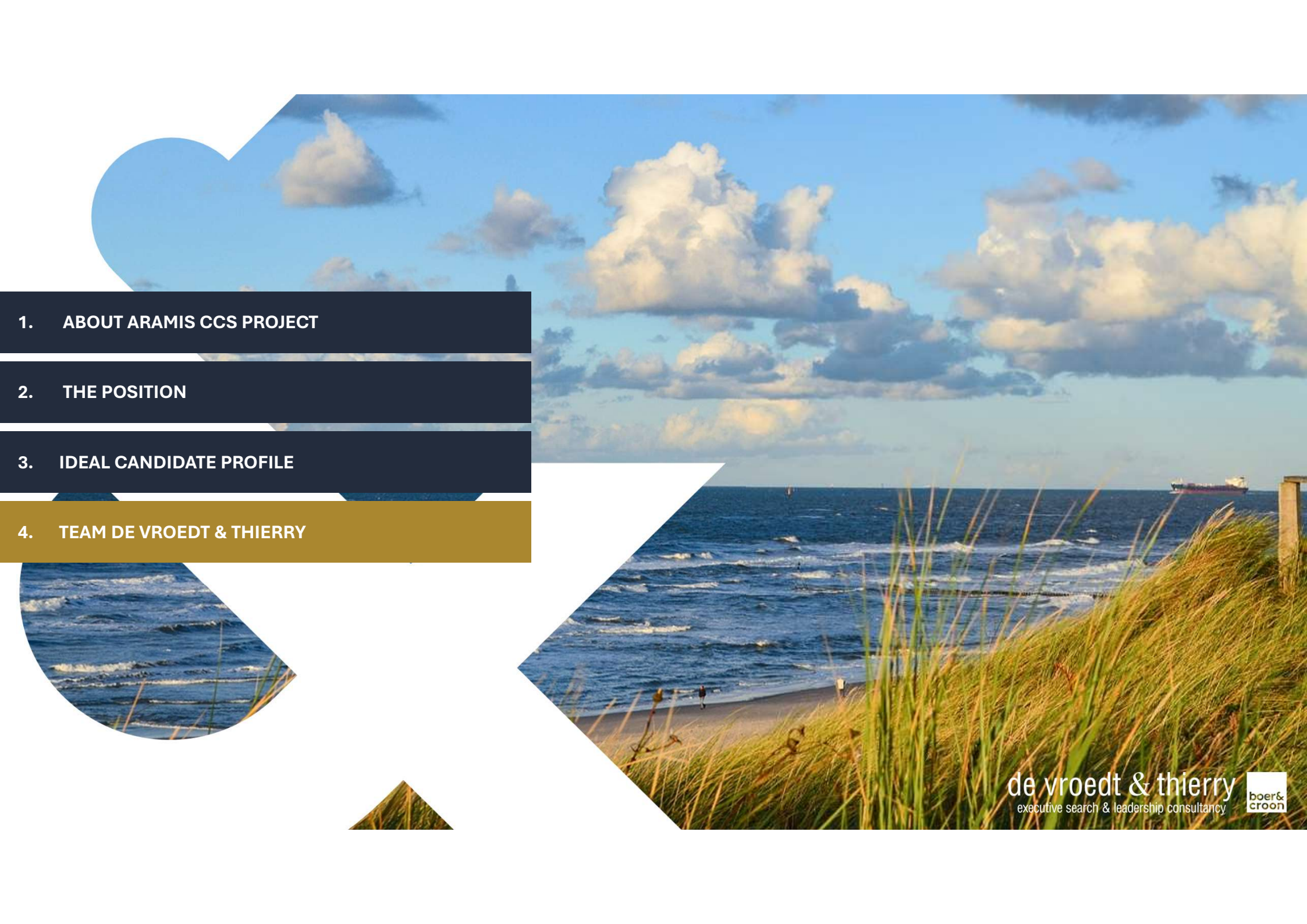
Other personal characteristics

- Direct, transparent and trust-building;
- Cost-conscious and delivery-oriented;
- Grounded, self-aware and not status conscious;
- Maintains a high-level view while mastering the details of complex issues;
- Holistic view of the CCS value chain and Aramis' role within it;

- Excellent listening skills and the ability to communicate complex issues concisely and clearly;
- Has the confidence and authority to bring complex issues to the forefront and drive timely decision-making.

HOW TO APPLY

If you recognise yourself in the profile outlined above and are interested in this position, we kindly invite you to submit an up-to-date CV and cover letter by email to info@devroedtenthierry.nl. The application deadline is **18 October 2026**. Naturally, your application will be treated with the utmost confidentiality.



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