



DIETSMANN

CORPORATE SOCIAL RESPONSIBILITY & GOVERNANCE ANNUAL REPORT 2020

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Dietsmann
Maintaining Energy

DIETSMANN
CORPORATE SOCIAL RESPONSIBILITY
& GOVERNANCE ANNUAL REPORT 2020

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INTRODUCTION FROM THE CEO

2020 did not go at all as expected. The COVID-19 pandemic nearly caused a global standstill. It affected all aspects of our daily lives, all countries and all industries. The Dietsmann Group was not spared. It had to face many challenges as travel bans and lockdowns were implemented and as sanitary regulations changed our ways of living as well as working.

We were confronted with these and other challenges, but we succeeded in finding creative solutions for most of them and even turned some of the obstacles into opportunities.

Our HSEQ Department demonstrated its professionalism throughout this period and managed the sanitary crisis with great devotion.

Difficult times often bring out the best in people. We can be proud of the great resilience and team spirit demonstrated by our Dietsmann employees during this challenging year. Their dedication and work ethic enabled our activities to carry on. The Covid-19 pandemic proved that our company can quickly adapt and deal with change.

Not only did our Group adapt to change, we also maintained and strengthened our commitments toward Corporate Social Responsibility (CSR).

I announced last year that, to deepen our commitment to CSR, in 2020 Dietsmann would start the process of integrating the Environmental, Social, and Governance (ESG) criteria.

Despite the crisis situation our Group rose to the challenge by setting itself ambitious governance, social and environmental targets for the year. Our previous reports had explained our social and environmental actions. I am proud to announce that from now on our annual reports will also include our commitments in terms of governance. That is why, even though this report is the ninth since Dietsmann became a signatory to the UNGC in 2011, it is the first one with the title 'Corporate Sustainability & Governance Report'.

In addition to maintaining our commitments through a crisis, our organization's flexibility and our employees' creativity turned challenges into opportunities.

While our employees were having to adapt to new working conditions, which sometimes forced them to be isolated or far away from their families, our company team spirit shined through more than ever.

My daughter Anouschka and I produced powerful morale-boosting video messages and thanked every employee for their good work during these difficult times.



Our popular DietsmannDays Instagram campaign gave all our employees the opportunity to share their experiences with each other, while other campaigns were launched to bring the team spirit to the forefront.

For example, the “Thanks to All of You” campaign saluted every employee working hard during the difficult times while the “Proud of our Team Spirit” initiative allowed all of our countries to show their attachment to the Dietsmann family spirit. The popular “Greetings Chain” was launched during the festive season to allow each country team to send a short video greeting to another country team.

The Young Dietsmann Academy’s first year was a success: Three university students from different countries were integrated into our New Tech team in Toulouse to work on concrete digital subjects. The 2021 Academy is well underway and promising.

Our Amenities Donation project started the year with many donations of hygiene products to people in need. When the crisis hit the project was expanded to include donations of masks and hydro-alcoholic gels and contributions to hospital projects.

2020 made us look at things from another perspective and I can say, with pride, that it showed more than ever that we truly are a multi-local company, well integrated in the many countries in which we are active.

We adopted change, innovated during hard times and stayed true to our commitment to conduct business in a socially, environmentally and economically responsible manner.

I am honored to introduce our 2020 Corporate Sustainability & Governance Report and I am looking forward to sharing our results and improvements regarding ESG with you in the years to come.

Peter Kütemann
President & CEO

OVERVIEW

About this report

This Report has been prepared following the guidance provided by:

- The United Nations Global Compact (UNGC),
- The Global Reporting Initiative (GRI) standards,
- The guideline (version 3.0) of the European Federation of Financial Analysts Societies (EFFAS) for the key performance indicators for Environmental, Social & Governance Issues (ESG).

In preparing this Report the guidance within these standards with regard to identifying and reporting the topics material to Dietsmann's industry was followed.

This Report, therefore, covers significant social and environmental impacts associated with the Group's global operational activities.

The data in this Report is as at 31 December 2020 unless stated otherwise. For the purpose of comparison, additional data related to the latest consecutive years is also provided. Reporting data corresponds with the consolidated data of all subsidiaries based on 100% of Dietsmann's assets, regardless of the Company's economic stake.

Dietsmann's management is responsible for the completeness, accuracy and validity of the information contained in this Report. The data collection and presentation are based on the input received from internal data collection, data management systems and external stakeholders.

Periodic internal audits are conducted to review the management system, including the procedure to collect information from assets and the data reported as KPIs. Dietsmann's Board of Directors approved this Report prior to its publication.

As part of its commitment to sustainability, in February 2011 Dietsmann joined the United Nations Global Compact (UNGC) initiative and formally adopted the UN Global Compact Ten Principles in the fields of human rights, labor rights, the environment and anticorruption.

Communication on Progress (COP)

This Corporate Social Responsibility Report constitutes Dietsmann's "Communication on Progress" under the UN Global Compact.

The Sustainable Development Goals (SDGs)

In 2015 world leaders agreed 17 goals for a better world by 2030. The Sustainable Development Goals (SDGs) are a universal set of goals that United Nations member states, and a growing number of businesses, are expected to use to frame development-related agendas and policies. The 17 Global Goals are aimed at ending poverty, combating inequality and taking action against climate change.

Dietsmann is committed to orienting its activities on the following Sustainable Development Goals.

Dietsmann has adapted these goals to the scope of its business. As such, Dietsmann meets 5 of the 17 sustainable development objectives.



COMPANY PROFILE

- Name of the organization: Dietsmann N.V.
- Dietsmann N.V. is the operational holding company of the Dietsmann group of companies. The sole shareholder of Dietsmann NV is Dietsmann Corporate Holdings Ltd., the strategic holding company of the Dietsmann group of companies.
- Company size: Dietsmann has offices and operations in 20 countries and a total workforce of 4,536 employees.
- Organizational structure:
 - Group Holding: Breda, the Netherlands
 - Global Support & Coordination Office: Monaco
 - Support & Coordination Office: Dubai (UEA)
 - Offices and operations worldwide: Angola, Bolivia, Bulgaria, Cyprus, France, Italy, Gabon, Ghana, Kazakhstan, Kuwait, Libya, Nigeria, Mozambique, Qatar, The Republic of Congo, Romania, Russia, South Sudan and Switzerland.

Dietsmann Core Values

Maintenance is Dietsmann's Core Business, HSEQ its Core Values.

Dietsmann's values define who we are and how we behave both as individuals and as a Company. These values, listed below in order of importance, serve as a compass for day-to-day decisions and guide relationships with stakeholders.

- Loyalty:
 - Ensuring a safe and secure workplace.
 - Encouraging and facilitating the professional and personal development of all employees by providing dynamic career management.
 - Ensuring responsible management.
- Respect:
 - People in a multicultural context.
 - Stakeholders by taking their expectations into account when making business decisions.
 - Clients by providing sufficient and accurate information about Dietsmann's products and services so they can take reasoned decisions.
 - The local communities surrounding Dietsmann's facilities by complying with local regulations and customs.
 - The environment by developing in a sustainable way and assessing and mitigating Dietsmann's environmental footprint.

- Integrity:
 - Implementing and regularly reviewing processes aimed at ensuring ethical business conduct, with a particular focus on combating corruption and not interfering in politics.
 - Adopting appropriate and objective selection procedures based on established and transparent criteria to ensure suppliers who fulfill Dietsmann bidding requirements are not excluded.
 - Remaining truthful in all advertising and communications.
- Efficiency:
 - Complying with all relevant international laws and regulations.
 - Providing, courteously, efficiently and in accordance with the terms specified in the contract, operations and services that meet the highest quality standards and that fulfill or exceed the client's reasonable expectations and needs.
 - Ensuring good cooperation with business partners in order to guarantee the constant satisfaction of Dietsmann's clients in terms of quality, costs and delivery times.
- Transparency:
 - Accepting and fulfilling Dietsmann's duty of accountability to all its stakeholders by compiling and publishing regular reports of Dietsmann's activities and financial position.
 - Guaranteeing individual and commercial privacy by ensuring confidentiality and security of information for main stakeholders.

Awards and recognitions

- Nigeria: 14 years without LTI at the Okpai site
- Angola: Sonadiets has reached 14 years without LTI at Esso Exploration Angola Limited Block
- Libya subsidiary: 14,000,000 man-hours without LTI
- Gabon subsidiary: 11,800,000 man-hours without LTI
- Republic of Congo subsidiary: 9,000,000 man-hours without LTI
- Kazakhstan subsidiary: 5,000,000 man-hours without LTI
- South Sudan subsidiary: 15 years without LTI

I ETHICS AND COMPLIANCE

Ethics and compliance are essentially different sides of the same coin; doing what is right. Compliance means abiding by laws and regulations, while ethics is following a moral compass. Dietsmann promotes both ethical and compliance behavior in all its actions and, in addition to strictly complying with the letter of the law, also respects the spirit of the law.

Dietsmann's compliance and ethics programs are designed to help the Company prevent, detect and respond to unethical or illegal conduct, and to promote an ethical and legally-compliant business culture. To achieve this, compliance and ethics are integrated into every level of the Company, from the Board of Directors and CEO to every individual employee. When providing services to its clients Dietsmann seeks to uphold the highest ethical and compliance standards. Dietsmann will not tolerate corruption or other forms of ethical misconduct.

PREVENTING DISASTER AND FAILURE

Actively promoting ethics and compliance within the Company is aimed at protecting Dietsmann's organization and its business relations.

Sharing principles of ethics and compliance enables people inside Dietsmann's organisation to recognize and report illegal or unethical activity.

This can help to avoid waste, fraud, abuse, discrimination, and other practices that disrupt operations and put Dietsmann's organisation at risk.

By making sure all areas of Dietsmann's organization cooperate in maintaining the highest standards, corporate compliance can help prevent major disasters and failures.

ORGANIZATION

CORPORATE GOVERNANCE

Audit Committee

Dietsmann's Supervisory Board has appointed an Audit Committee from among its members.

This Committee, in close cooperation with the Company's management, endeavors to ensure that a high standard of quality, transparency and control is achieved and maintained.

Ethics Committee and Compliance Department

With the aim of implementing even stronger ethics and control mechanisms, an Ethics Committee was formed in October 2012. The Chairman of the Ethics Committee is the Company's Chief Legal Officer. He has appointed representatives of the Group HR, Group Compliance, Group HSEQ (Health, Safety, Social, Security, Environment and Quality) Departments as members of the Ethics Committee.

In addition, to disseminate and implement a greater compliance culture, in 2017 a Compliance Department was created under the supervision of the Audit Committee.

I ETHICS AND COMPLIANCE

CODE OF CONDUCT

Business Code of Conduct

Code ESG – V36-01 Corruption & Bribery - Key Performance Narrative

The Company's Business Code of Conduct serves as a guiding framework for ethical and legal business decisions. It outlines the broad principles of legal and ethical conduct embraced by Company and its core values of respect, integrity and initiative guide every business decision.

All individuals working for Dietsmann are expected to uphold Dietsmann's values in respect of integrity, ethical conduct and combatting corruption and are held responsible for:

- Complying with international laws and regulations (no fraud, illegal transactions, business record destruction) and integrity standards (no bribes).
- Ensuring he/she is aware of and respects local customs and traditions.
- Conducting business fairly (internal & external).
- Accurately recording all transactions and refusing improper payments.
- Demonstrating honesty in his/her work (disclosing achievements and non-achievements and ensuring trust in Dietsmann).
- Adhering to the Business Code of Conduct & Ethics Policy.

Dietsmann has a zero-tolerance approach toward employees not respecting above principles.

The Code of Conduct was updated in 2020 and issued in all relevant languages.

Reporting violation

All employees are encouraged to report any violation of Dietsmann's policies through a Grievance Mechanism which can be used to obtain advice and/or to report any concerns related to ethical issues and any deviation from the Code.

The purpose of the upstream communication procedure is to provide a framework for the guidance and grievance procedure related to human rights, labor rights or ethics issues.

Grievances can be reported, or advice regarding any of the issues listed above can be requested, via the specific dedicated email address: ethics@dietsmann.com.

This procedure is applicable and available to everyone working for Dietsmann, including at all branch offices and joint ventures and irrespective of the individual's type of contract.

What if an employee has an ethics concern?

Any employee who feels uncomfortable about something they are asked to do, or who witnesses something that seems irregular, should first check that the information they have is accurate.

I ETHICS AND COMPLIANCE

Where can an employee go for advice and/or assistance?

- If the issue is sensitive - his/her local HR or HSEQ Manager.
- If the matter is very sensitive an email should be sent to the email address (see above). Emails can be written in the employee's own language – they will be translated.
- The email may be sent anonymously, but this is not recommended as it makes investigation more difficult.

The responsibility for carrying out investigations rests with the Ethics Committee. Any employee may be requested to participate in an investigation and is expected to provide all requested assistance.

SUSTAINABILITY

Risk assessment / Risk matrix for identified business opportunities

Dietsmann management's decision to bid or not to bid on a contract is always based on a thorough analysis of a project's risk profile.

Risk assessment is done following a step-by-step procedure, identifying risks in the following areas: Technical, Resources, HSE, Commercial, Contractual, Financial, Compliance.

For this purpose, the 'Risk Matrix' document is completed by representatives of the respective departments, each indicating how they assess the risk level from the perspective of their field of expertise.

This compliance tool provides an overview of the issues that could be encountered in relation to a specific contract. It facilitates finding and implementing adequate measures to mitigate identified risks.

Responsible practice among contractors and suppliers

Doing business in an honest and fair manner with Dietsmann suppliers means that employees responsible for buying or leasing materials and services on behalf of the Company must do so objectively. Dietsmann chooses to deal with its suppliers on the basis of the price, quality and desirability of their goods and services. To further develop the supply chain Dietsmann also works with local suppliers whenever possible.

Employees must not accept or seek out any benefit from suppliers or potential suppliers that would compromise their judgment or create an appearance that their judgment would be compromised. In addition, it is against Company policy to prohibit suppliers from trading with our competitors in order to continue or expand their relationship with us.

In engaging with suppliers, Dietsmann endeavors to uphold ethical business conduct throughout its supply chain.

I ETHICS AND COMPLIANCE

All contractors and suppliers must endorse and adhere to Dietsmann's Code of Conduct; the Code aims to enforce responsible business conduct in areas such as provision of a safe and healthy working environment, fair employment practices and environmentally-responsible business practices. It also serves as a guidance to inform and guide suppliers in dealing with potential ethical risks and establishes an avenue to report unethical business conduct should the need arise.

In some instances contractors that do not meet Dietsmann's requirements, or are unable to demonstrate improved performance, are dismissed. Dietsmann is committed to assessing its business partners' compliance and encourages them to implement good practices. A procedure is available and provides all subsidiaries with an evaluation form for current and potential main suppliers or sub-contractors. All potential suppliers and business partners are asked to complete Dietsmann's "Due Diligence Questionnaire" to make sure these third parties are aligned with Dietsmann values.

Compliance with Import-Export controls, restriction and sanction and money laundering

Dietsmann undertakes to comply with and make all efforts to follow all applicable rules and legally mandated trade controls and restrictions.

Dietsmann complies with all applicable anti-money laundering laws and regulations and never engages in business aimed at financing or supporting crime and terrorism. Appropriate steps are also undertaken to identify and assess the integrity of Dietsmann's business partners.

RESPECTING THE LEGALITY PRINCIPLE

Dietsmann has never been the subject of any investigation, legal proceedings or incidents involving Human Rights, Labor Rights or Ethics deviances. Compliance with all relevant legislation and regulations is monitored by internal and external auditors. During the past year Dietsmann has not been subject to any statutory notice or prosecution.

CENTRALIZED COMPLIANCE TO ENSURE BUSINESS-UNIT CONTROL

Dietsmann is committed to applying the UNGC principles at all its operating sites. Dietsmann decided to centralize compliance issues in its Global Support and Coordination office in Monaco to ensure a high level of control over the compliance program, a consistent application of processes, and clear communication of ethical and compliance principles in Dietsmann's subsidiaries around the world.

An integrated compliance model applicable throughout the organization helps ensure Dietsmann's values are followed at every level.

II SOCIAL RESPONSIBILITY

HUMAN RESOURCES

GENERAL POLICY

The Company's Human Resources activities are organized in the same way in the subsidiaries, the Global Support & Coordination Office in Monaco and the Support & Coordination Office in Dubai. To enable the best quality of service to be provided to each country in which Dietsmann operates, the Administrative Service handles all the administration while the Development Service deals with all the activities that contribute towards the improvement and performance of the employees (Career Management, Recruitment and Training).

The Human Resources challenges are:

- To consistently ensure the well-being of employees and compliance with labor rights and human rights principles and the Company's core values.
- To provide projects with staff with the appropriate skills and nationalities to meet the requirements in this challenging economic situation (the Company's recruitment network is constantly being expanded).
- To handle the administrative aspects (personnel administration, payroll, insurance and logistics) with increasingly simple and efficient HR tools.
- To improve Dietsmann's human capital through optimized career management, recruitment and training.

In line with Dietsmann's general policy of promoting and maximizing local skills, the expertise of the Human Resources Administrative Service in the subsidiaries is continuously increasing thanks to a further transfer of know-how and expertise to the local staff.

As far as the Development Service is concerned, career management is being improved through:

- Efficient mobility management: the mobility plans are drawn up on the basis of the annual assessments and the nationalization plans;
- Talent identification and skills improvement: the development of an extensive and effective library of courses covering not only technical skills but also the managerial skills needed at different levels within the Company.

The Group Human Resources department works hard to remain connected at a grass-roots level and to answer the practical needs of the Company's subsidiaries. HR tools and practices have to be adapted to the actual needs, and this demands close contact between all the HR departments.

The process of digitizing HR applications is continuing. The health crisis caused by COVID-19 has led to the digitization of certain processes, such as electronic signatures and electronic pay slips being accelerated.

The interconnection of HR applications has not only enabled faster and more efficient management, but has also given employees simple and secure access to their personal information (Employee Digital Space) so they can update their personal data.

II SOCIAL RESPONSIBILITY

RECRUITMENT

Dietsmann pays considerable attention to its recruitment procedures and day-to-day human resources management (wages, career management, access to training) and does not tolerate any kind of discrimination whether based on color, gender, religion, political opinion, national extraction, sexual orientation or social origin.

Dietsmann's Corporate Social Responsibility vision drives the Recruitment Department to constantly improve its working methods in order to comply with the highest standards.

As Dietsmann's core business relies primarily on human capital, particular attention is paid to how, why and who the Company recruits, taking into account local culture and legislation, and always treating every candidate first and foremost as an individual with his/her own qualities and character.

The Company strives to guarantee all applicants are treated equally and to provide maximum transparency in the recruitment processes. The Dietsmann Group is an ethical employer: Its recruiters must comply with a code of ethics and non-discrimination.

During 2020, the Recruitment Department had to face major and complex issues:

- The management of expatriates' recruitment and mobility despite the travel restrictions and national lockdowns.
- The sourcing of qualified and skilled resources in an uncertain and instable situation in which people were increasingly nervous about changing their job or leaving their current employer.

Being very responsive by proposing the support offered to candidates and when hiring managers was made even more professional was essential.

Actions:

- The opportunity was taken to introduce more added-value at the candidate evaluation stage by defining, creating and implementing technical assessment forms for key positions (Supervisor level – Mechanical rotating/ Mechanical static/ Electrical / ICSS PLC / Instrumentation). This has provided more precise and even more objective candidate assessment based on a technical / managerial and soft skills appraisal.
- A more targeted reporting of employee wishes in terms of career evolution based on the analysis of annual reviews (ICMS campaigns) was introduced. From 2020 on this report has been shared with the subsidiaries in order to enhance and encourage internal promotion and mobility.
- In addition, throughout the lockdown period efforts were made to stay in contact with Dietsmann's expatriates by retaining a link with them, collecting feedback on how they were coping with the situation and showing gratitude for their work on site.

The complexities of 2020 enabled the Department's working methods and habit to be assessed and an even more sustainable recruitment policy to be achieved.

II SOCIAL RESPONSIBILITY

TRAINING AND DEVELOPMENT

The shared mission of all the Company's Training Departments is to develop individual and collective capability in order to improve the performance of Dietsmann's employees and teams.

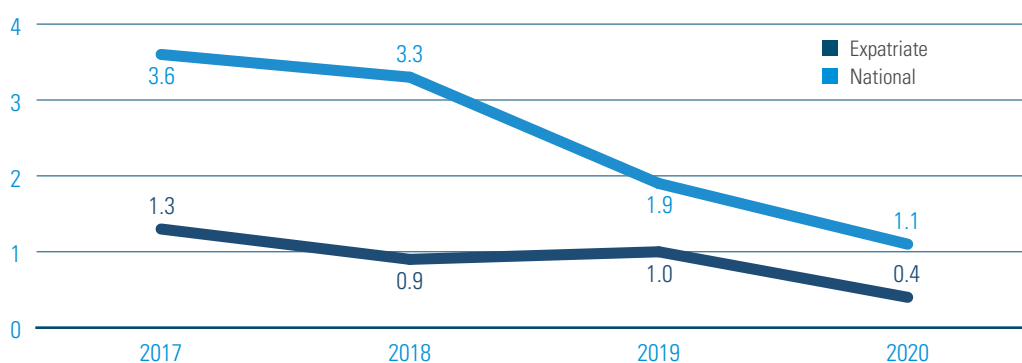
Towards this end all the training departments in the Dietsmann Group are involved and common management tools are used. The specifics of each subsidiary and each adjustment made are taken into account.

Investing in training

Code ESG – S02-02 Average expenses on training per headcount (related indicator in the overview table on page 49)

One of Dietsmann's objectives is to provide its national and expatriate employees with career opportunities and training programs. Towards this end, the Human Resources department has developed two successful tools: KMP and the Competencies Certification Program. The management and coordination of training courses and course participation are supported by the Employee Data Base (EDB) - Dietsmann's in-house HR management software - which includes a training module. The aim of this module is to assist Training Managers throughout the Company by automating many tasks, such as training plan editing, training request management and training processing and reporting.

TRAINING DAYS PER EMPLOYEE DURING THE PERIOD 2017-2020



The investment in training in 2020 was 2,617 training courses and 4,350 days. The opportunity to follow training courses appropriate to their specific job needs or projected career path is available to all employees.

During the COVID-19 crisis many training centers were closed due to the travel restrictions. This had a substantial impact on the training activities and resulted in a sharp reduction of training courses during the year.

II SOCIAL RESPONSIBILITY

One very important aim of training is to improve the Company's human capital. HSEQ training is an important module of the training followed as it maintains an employee's capacity to gain the accreditation necessary to work on site.

Due to the health situation, in 2020, 91% of the training courses that did take place were dedicated to HSE-related topics. Many other courses were postponed.

The health crisis in 2020 forced an accelerated implementation of Online Training. To enable employee training to continue the E-Learning training offer was increased significantly. Online Training enabled logistical constraints to be overcome while offering the same quality of training and maintaining the necessary interactivity between trainer and trainees. To enable the continued provision of the Company's complete training methodology the learning assessment system at the end of a training course was also put online.

In the near future Dietsmann will integrate an autonomous training platform into its E-Learning offer. This will enable employees to train remotely and autonomously by following a pre-defined course designed around their needs, level and wishes for progress.

Easy and free access to training for all staff is one of the objectives set by the Training Support and Coordination Office department.

E-learning training process

The Covid crisis has given Dietsmann's Training Support and Coordination Office a new impetus to develop E-learning training courses. Dietsmann believes there are three types of E-learning training courses:

Blended training courses

Blended training courses include a mix of online and face-to-face sessions. The theoretical components are dealt with in video-conferences with a trainer. To complete the practical components the trainee has to go to the training center to access the required facilities. This type of blended training is currently in place within Dietsmann.

Online training courses

Online training courses take place entirely remotely by means of video conferences with a trainer and, therefore, are entirely focused on the theoretical aspects. This method gives trainees the opportunity to interact with the trainer live and ask questions about the content of the training course in real time. At the end of each course the evaluation tests are launched so trainees' level of learning can be assessed.

II SOCIAL RESPONSIBILITY

In the near future the technical part will also be carried out remotely via a video system. The trainer will be located in the practical work room, which will be equipped with a wide-angle camera to give the trainee an overall view of the room. The trainer will wear connected glasses that will provide the trainee with an accurate view of the equipment or relevant part of the facility. Trainees will have two views of the practical work room at their disposal.

The trainee will be able to tell the trainer what should be done and how it should be done in order to achieve the task. The trainer can thus evaluate whether the required sequence of actions has been suggested and the rules complied with.

Autonomous courses (OOC)

This third phase of the E-learning project is under development. It is a platform that will bring together all the training modules so they can be accessed wherever and whenever required.

Some HSEQ Group training courses are already available in this format, others are in the process of development. Dietsmann is continuing to create modules related to the HSEQ culture. The objective for 2021 is to make training courses available for the Offices staff Level I and Level II.



Dietsmann's goal is to make other types of training, such as technical modules and cross-cutting modules, available as developments progress. The aim is to complete the project within three years. The courses can comprise videos, power point presentations, maps, images, etc. At the end of a training course an evaluation will validate the achievements.

The long-term vision of this project is to be able to offer an original platform with a wide range of training courses that allows:

- Access to the training courses,
- Contact with a business expert via a chat room as and when required,
- Access to a question & answer forum so trainees can interact with other employees in the Group
- Management of training certificates and certificates part. To enable this the platform will have to be connected with the Employee Data Base System

On the administrative side, the platform will enable statistics to be compiled, such as the number of people connected to the platform, the number of hours spent on the platform, the time spent on each training module, success rates, etc.

The platform will have to comply with the IT security charter stipulated by Dietsmann.

II SOCIAL RESPONSIBILITY

The launch of this new platform in early 2023 will enable Dietsmann to offer a complete E-learning training process (Blended, Online and Autonomous Courses).

Knowledge sharing

In order to ensure the continuous development of employees' competencies and thus increase the mobility of the Company's human resources, Dietsmann Qualification College (DQC) has a training center focused on the qualification process of Dietsmann employees from any of the subsidiaries.

The objectives are to:

- Provide training services to its subsidiaries' employees;
- Work closely with Dietsmann affiliates and trainers with platform experience;
- Qualify Dietsmann's technicians for specific operations, such as regular visits, controls, adjustments and tests.

Training customized to clients' operational needs

The Dietsmann Qualification College, with its extensive experience in mechanical engineering, electrical engineering, instrumentation, HVAC and Maintenance Engineering as well as regulatory technical training (electrical qualifications, ATEX), is the expert in field maintenance. Qualification courses and programs are customized to answer clients' needs. Even if trainees have no previous experience the College will take them all the way through from an initiation course to the required qualification. The College can also offer an All-In training program package that incorporates and encompasses all clients' specific requirements.

Dietsmann continues to develop its internal training center and training certifications.

Since January 2019 the Dietsmann Qualification Center has offered a new certification: Electrical power on battery units B1T/B2T.

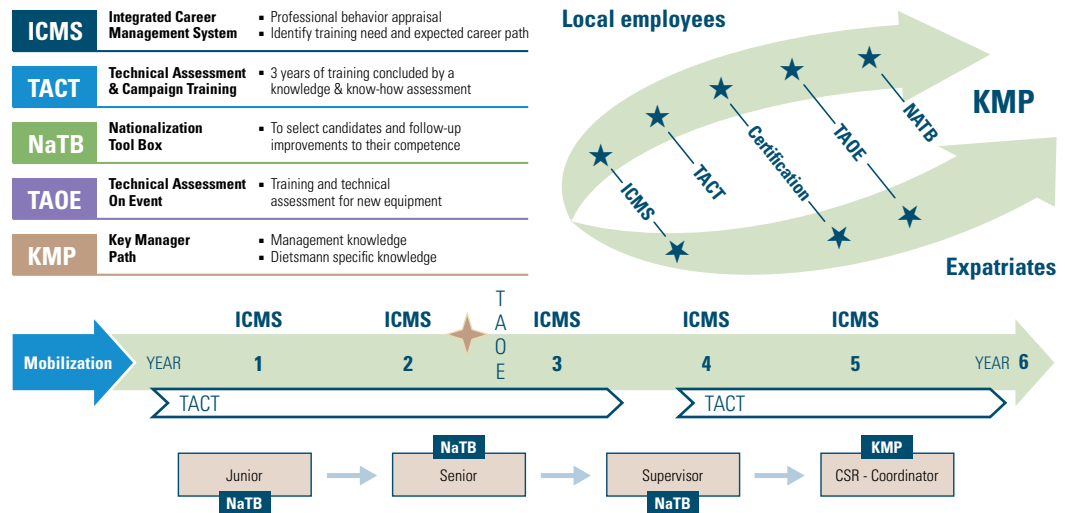
In 2020 this accreditation will be obtained for 4 years.

This new certification will contribute towards expanding the offer of internal training courses in DQC and with Technical Assessment & Campaign Training (TACT).

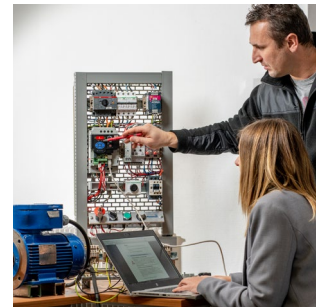


II SOCIAL RESPONSIBILITY

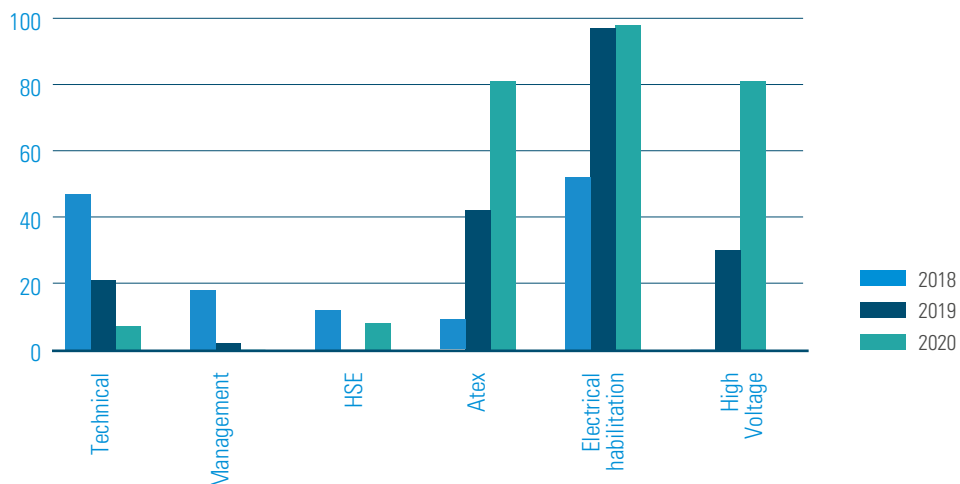
COMPETENCE IMPROVEMENT



The Dietsmann Qualification College conducted a worldwide census campaign to evaluate the possibility of reinforcing the College training team and to benchmark the potential for developing new training courses. Around 12 technicians were selected to be added to the Dietsmann Qualification College trainer team on the basis of their availability (rotation offshore/ onshore), discipline expertise, skills and home address. This action is the result of Dietsmann's policy of transferring know-how to internal employees so they can develop and improve their knowledge.



DIETSMANN QUALIFICATION COLLEGE - NUMBER OF PARTICIPANTS IN 2020



II SOCIAL RESPONSIBILITY

In Angola Dietsmann's joint venture, Sonadiets, runs a training center dedicated to potential future employees. Courses are in line with clients' requirements.

In Gabon a training center was established several years ago. Training courses are conducted by Dietsmann Gabon's own trainers (instrumentation, mechanics, electricity) who share their teaching time between Dietsmann Gabon and Dietsmann Congo.

Training evaluation

One of the objectives is for all employee training requests to be answered with a proposal for an appropriate package of training modules.

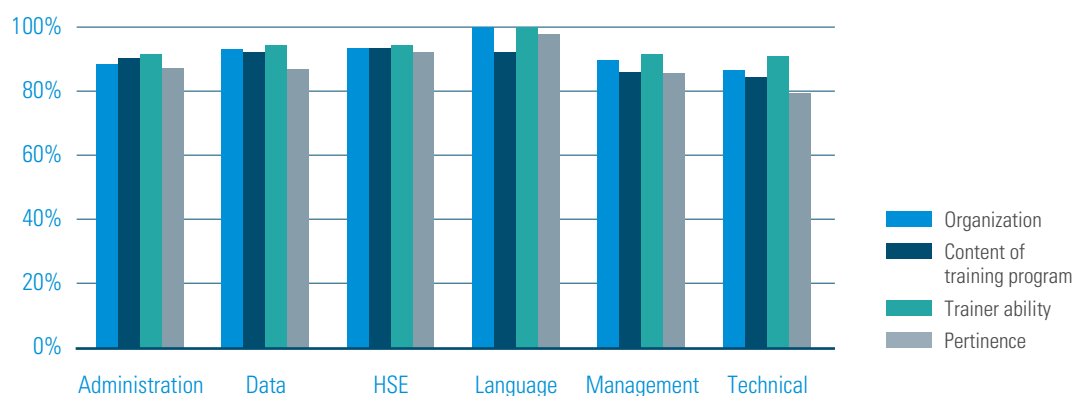
Dietsmann has implemented two types of evaluation to measure the adequacy of the response to training requests.

When the modules have been completed trainees complete a final **on the spot evaluation**.

The Training Department analyses the evaluation data on the basis of four topics:

- Organization: how well the training administration organized the logistics and mobilization for the trainee
- Content of training program: how well the program met the trainee's training wishes and requirements
- Trainer ability: the quality of teaching
- Pertinence: the contribution of the training towards the trainee's daily professional life

SPOT EVALUATION



II SOCIAL RESPONSIBILITY

During the yearly interview campaign, a second evaluation of the pertinence of training is made by the trainee and the manager. This delayed evaluation enables two questions to be answered:

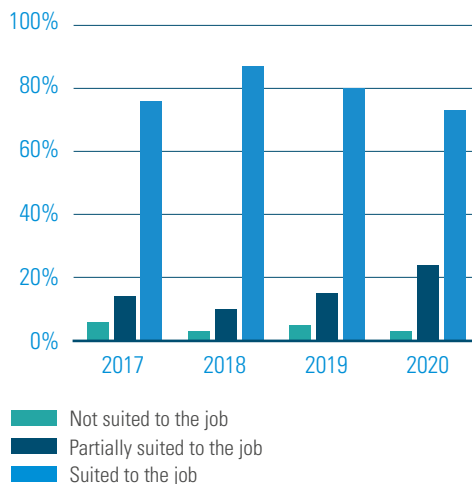
- Is the employee satisfied with the training courses he/she followed last year?
- Is the employee's Line Manager satisfied with the training courses the employee followed last year?

YEARLY COMPARISON - EMPLOYEE TRAINING SATISFACTION

This evaluation is based on the comments made during the campaign ICMS.

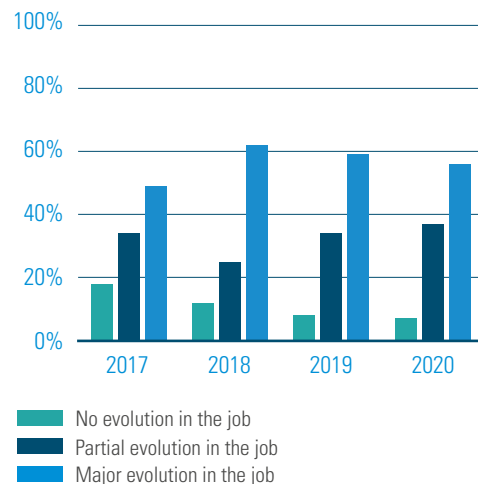
Is the **employee** satisfied with the training courses he/she followed last year?

The opinion of employees who haven't been interviewed cannot be taken into account.



Is the **Line Manager** satisfied with the training courses the employee followed last year?

The Line Manager's opinion in respect of employees who haven't been interviewed cannot be taken into account.



Promoting employees' career development

Dietsmann operates an annual review process for employees; the number of scheduled interviews is increasing each year. The process identifies the employee's personal development needs and training requirements for his/her current job position and expected career path.

II SOCIAL RESPONSIBILITY

ICMS campaign employees' appraisal

1662 employees were interviewed during the 2020 campaign which ran from August to the beginning of November.

Subsidiary	Workforce 27/07/2020	Interviews Forecast	Interviews Realized	Realized vs Forecast	Realized vs Workforce
Angola	446	226	77	34%	17%
Rep. of Congo	703	295	269	91%	38%
France	184	153	138	90%	75%
Gabon	279	277	0	0%	0%
Kazakhstan	175	167	157	94%	90%
Libya	375	377	61	16%	16%
Monaco	117	110	86	78%	74%
Nigeria	304	264	227	86%	75%
Russia	662	659	591	90%	89%
Bulgaria	663	26	26	100%	4%
Qatar	44	10	10	100%	23%
Kuwait	160	0	0		0%
Romania	247	29	19	66%	8%
Italy	48	0	0		
UAE	6	1	1	100%	17%
Grand Total	4,413	2,594	1,662	64%	38%

2020: **38%** of employees
were interviewed



2020: **64%** of the scheduled
interviews were conducted



II SOCIAL RESPONSIBILITY

VALORIZATION OF DIVERSITY

Whenever possible the Company promotes national employment. As a result, the Company is continuously increasing the diversity of its employees. A total of 50 different nationalities were represented in 2020. Dietsmann is present in 22 countries and in every one of these countries it recruits employees by publishing vacancies worldwide on its website.

The diversity of Dietsmann's workforce reflects its rejection of any form of discrimination.

EMPLOYEE
NATIONALITIES
DECEMBER
2020



GENDER EQUITY

Code ESG – S10-01 Percentage of female employees in relation to total employees (related indicator in the overview table on page 48)

The specific nature of working on-site in extreme environments has to be taken into account as it requires a robust condition of health and quite often involves a rotating work schedule which is not convenient for everyone. Office positions obviously do not involve the same constraints as operational positions and the gender ratio is significant for these positions: women represent 49% of employees working in office positions.

II SOCIAL RESPONSIBILITY

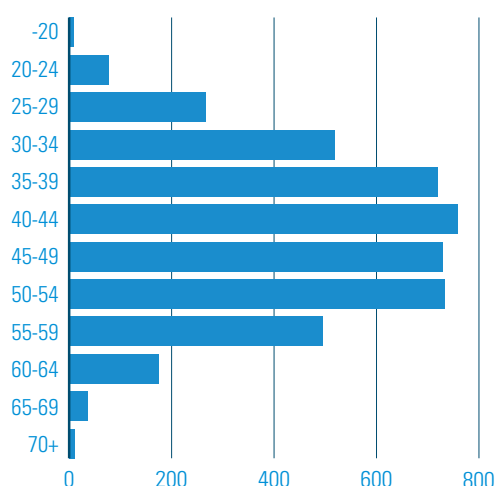
GENERATION EQUITY

The breakdown of employees by age is well balanced: the average age is 44. The percentage of young (under the age of 35) employees is 19%. This high percentage highlights Dietsmann's ambition to recruit and give opportunities to young talent.

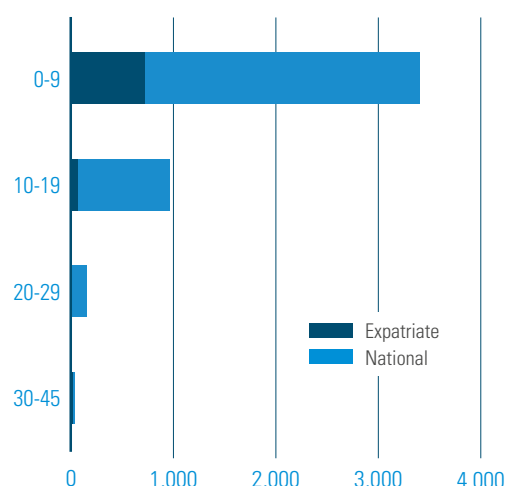
At the other end of the age spectrum, 16% of employees are over 55 years old. This is a quite significant percentage and it should be noted that 75 employees have worked for Dietsmann for more than 25 years.

Code ESG – S03-01 Age structure/distribution

BREAKDOWN BY AGE GROUP



BREAKDOWN BY YEARS OF SERVICE



NATIONALIZATION PLAN

Dietsmann strives for maximum local employment at every level of its organization. This benefits the economy and local communities in the countries in which it operates. Nationalization is, however, one of Dietsmann's greatest HR challenges because the success of nationalization plans depends on a whole range of parameters, such as the level of education of the local staff, the quality of the local training centers and the mix of specific Human Resources skills required to manage this kind of project. Generally the nationalization of a position involves a substantial financial investment.

To support the implementation of an increasing number of nationalization plans and to make these plans more successful, Dietsmann has developed a Nationalization Tool Box (NaTB). This tool box comprises a set of training courses, tests and support material that enables the local HR department to formulate and implement a nationalization plan fitted and adapted to the specific local situation.

II SOCIAL RESPONSIBILITY

The NaTB recommends a step-by-step nationalization process and includes support materials, such as technical, reasoning and psychological tests, general, technical and management training course support and cost evaluation software for each step as well as all the additional information that will enable the Country HR Manager to set up and implement a training plan.

The NaTB has been used successfully by several subsidiaries and has resulted in efficient nationalization plans. Globally, in 2020 the nationalization process resulted in 8 positions previously held by expatriates being nationalized.

The nationalization of expatriate positions is a priority in terms of career management. Typically, over 96% of administrative staff positions and 66% of management positions are filled by nationals of the countries in which Dietsmann operates.

The Company remains focused on increasing the proportion of nationals employed in all categories. Dietsmann's HR policy is reflected in the proportion of national employees across the Company overall, which is now 82%.

Rate of employees by category position

Hierarchical levels	EMPLOYEE PROFILE		TOTAL	
	Expatriate	National	All	%
Administrative Workers	14	402	416	9.17%
Middle Level Management	61	65	126	2.78%
Operational Workers	696	3,157	3,853	84.94%
Top Level Management	29	112	141	3.11%
Grand Total	800	3,736	4,536	100%

II SOCIAL RESPONSIBILITY

HEALTH & SAFETY

The health and safety policies set by Dietsmann and adopted by its subsidiaries and joint ventures reflect the Company's commitment to high operational standards and the well-being of its employees. The thorough training of all staff is the key to promoting Dietsmann's health and safety culture and maintaining its operational excellence.

A MESSAGE FROM ONDINE SMULDERS, MEMBER OF THE SUPERVISORY BOARD

Dietsmann prioritizes policies that promote the health and safety of its staff, clients, suppliers and communities in its way of working. This focus has intensified since the Covid-19 pandemic emerged with little prior warning. The subsequent implementation of national lockdowns, border closings and social distancing requirements in all the countries in which Dietsmann operates has had serious implications for the Group's staff and operations. The pandemic exposed the fragility of Dietsmann's supply chain, which relies on transport links and open borders to deploy staff to remote locations in order to carry out complex third-party operations.



Dietsmann had to adjust quickly to a new reality and way of working, moving operations online where possible as office staff were forced to work from home. However, many field staff had to continue working on-site and this meant Dietsmann had to develop Covid-19 awareness and prevention campaigns. These included regular presentations and memos covering general pandemic updates and safety guidelines, as well as:

- *The publication of two updated working practices guides*
- *A travel advice campaign for staff who had to continue travelling during the pandemic*
- *A prevention campaign*
- *The distribution of self-testing coronavirus kits (as soon as available) for travelling staff*

The campaigns helped keep the infection rate among staff under control with 5.6% developing Covid-19 symptoms (0.3% of staff developed serious symptoms).

Dietsmann takes the mental health of its staff seriously. We are aware of the worrying deterioration of mental health in general populations as a result of the pandemic and the measures implemented to mitigate the negative effects. Research by the University of Nottingham (UK) found that, during March and May 2020, 64% of people in the UK recorded common signs of depression and 57% suffered from anxiety — these figures have been corroborated by mental health studies elsewhere. Dietsmann will remain vigilant regarding the good mental health and wellbeing of its staff. In 2021 it aims to implement online self-help tools with the advice and support of psychologists. This will benefit individual employees and, at the same time, contribute towards maintaining safe operations.

Thanks to the high level of professionalism and teamwork of its employees, Dietsmann is a much stronger organization today. This will allow it to tackle the ongoing trials of the Covid-19 pandemic as well as face any other unexpected challenges ahead.

II SOCIAL RESPONSIBILITY

HEALTH

In 2020 the general health context was particularly challenging due to the COVID-19 pandemic. In the early stages of the discovery of this new disease, Dietsmann implemented a very close follow-up of the evolution of COVID-19 and deployed its pandemic preparedness and business continuity plan.

A specific organization was set up to follow the COVID-19 situation in each country in which Dietsmann operates and to provide clear information and means of protection to all employees so as to reduce the risk of COVID-19 propagation.

Dietsmann's experience of operating in various countries around the world enables it to adapt to and cope with this kind of challenge.

During 2020 employees received regular, clear COVID-19 information and situation updates. The aim of these communications was to summarize the latest COVID-19 situation in the world and throughout the Group and remind all personnel to follow the applicable rules to prevent COVID-19. A poster highlighting the COVID-19 symptoms and protective measures was also prepared and displayed in all sites.

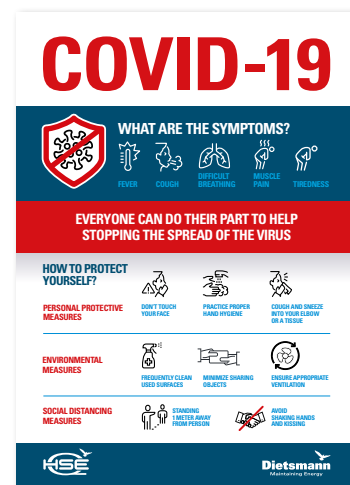
A proper monitoring of the COVID-19 situation was implemented in order to track the measures taken by each country (Government), client and subsidiary, the number of COVID-19 cases per subsidiary, the availability of PPEs and the availability of medical facilities.

Implementing all these measures enabled Dietsmann to manage the effects of the COVID-19 pandemic, protect its employees' health and maintain business continuity.

FLU PREVENTION CAMPAIGN

Before the fall and winter period, a flu prevention campaign was launched to remind employees that the flu vaccine remains the single best way to prevent flu and the related complications.

As COVID-19 would still be circulating during the flu season, getting a flu vaccine was more important than ever.



II SOCIAL RESPONSIBILITY

SAFETY

Maximizing the safety of its operations is a core Dietsmann commitment, which is why everything possible is done to ensure the safety of the Company's employees, clients, subcontractors, consultants and other parties working on or living near its sites or activities. It requires strong leadership and an active commitment to safe maintenance operations from all members of the workforce.

HSEQ CULTURE PROGRAM

Empowering its teams to be the cornerstone of the Company's HSEQ system is a priority for Dietsmann.

To achieve this employees must understand their HSEQ responsibilities and duties and master HSEQ tools. Towards this end a HSEQ Culture program has been designed for each hierarchical level within the Group organization: Operational, Offices & Management.

The first step was to train the operational staff. The result of the successful implementation and follow up of this training program was that, by the end of 2019, a large proportion of the operational staff in the different countries had been trained (approximately 2,500 employees).

The objective for 2020 was to train the office staff. Unfortunately, due to COVID-19 pandemic restrictions, in-classroom training had to be avoided and the objective could not be achieved. As this program is considered an essential tool for HSEQ implementation, it has been decided to transform the initial training modules into E-learning modules.

In 2021 the E-learning HSEQ culture program for office staff will be implemented across the Group. The implementation of the HSEQ Culture within Dietsmann makes the organization more proactive and generative in terms of HSE thus ensuring continual improvement of its management system.

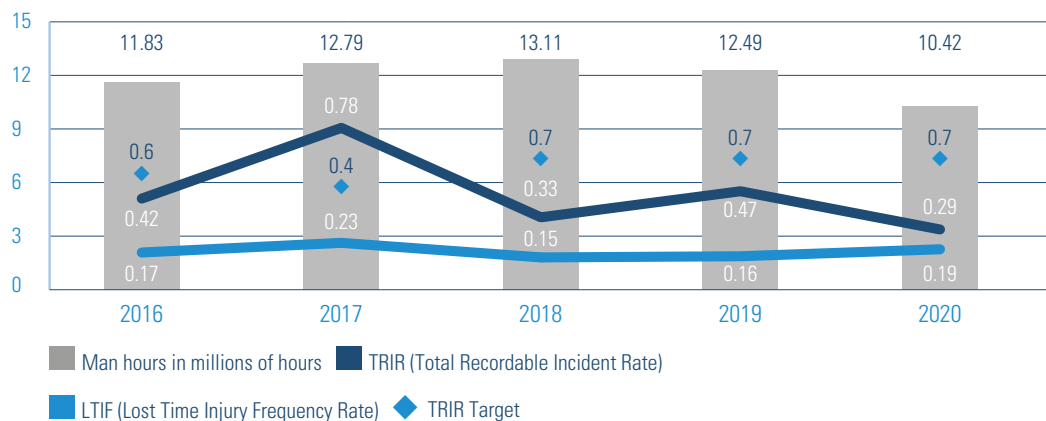
DIETSMANN GROUP SAFETY INDICATORS

Dietsmann's ambitious objectives for 2020 were to achieve a year without Fatality and a TRIR (Total Recordable Incident Rate) of < 0.70. The recordable incidents include Lost Time Injuries, Restricted Workday Cases and Medical Treatment Cases.

Due to the COVID-19 pandemic the number of man hours decreased. A parallel decrease in the number of recordable incidents meant the Group safety targets could be achieved.

II SOCIAL RESPONSIBILITY

In 2020 there were 2 Lost Time Injuries and 1 Medical Treatment Case in the Group. In the context of pandemic this was a highly appreciated safety performance.



Due to the COVID-19 pandemic the HSE practices had to be adapted to the increased sanitary precautions.

Anomaly reporting decreased by 25%, HSE inspection decreased by 35% and the number tool box talks decreased by 53%.

This trend can be easily understood because the number of personnel on-site was reduced, visiting operation sites was challenging for the HSE Teams and gatherings of personnel had to be avoided.

Despite these constraints, the global HSE results are really satisfying and show a very good control of activities by the supervision and workforce.

WORLD DAYS

During World Malaria Day a poster and a presentation were communicated to all the staff in the relevant countries.

For the 2020 World Day for Safety Dietsmann focused on how to maintain safety practices during the COVID-19 pandemic and reduce stress and fatigue.

On World AIDS Day - 1 December – Dietsmann once again organized sessions to inform all its employees about prevention and protection.

II SOCIAL RESPONSIBILITY

SAFETY ACHIEVEMENTS

In December Dietsmann and client KIPIC celebrated 300,000 safe man-hours by the Operation and Maintenance Services team at the KIPIC Al Zour Refinery in Kuwait.



On World Day for Safety client Total presented awards to 3 Dietsmann employees at the Tempa Rossa site in Italy.



KUWAIT – HSSE AWARD

As part of KIPIC's HSSE Forum all the major service companies working within the Al Zour refinery project were invited to give an unscripted 10-minute speech on safety culture and how to make positive additions to KIPIC's safety culture. Steven Bennett, Dietsmann's Regional HSEQ Manager for Africa and the Middle East, spoke on behalf of the Group.

His talk centered around the importance of creating a culture of safety that is not driven by enforcement, legislation and standards alone, but also by a voluntary duty of care to employees and the field of work. Using anecdotes from the advances in safety from early industrialization to the modern day he explained there will always be room for improvement. It was communicated that, although new to the project, Dietsmann is proud to take part in the challenges ahead and to bring its over 40 years of experience in the industry to the relationship, which is considered mutually beneficial for the Al Zour HSE culture.

Following the speeches the senior managers of each company were invited to accept awards for their contributions towards HSE on the project. Alberto Ruggeri, Regional Manager for the Middle East, was in attendance to accept the award on Dietsmann's behalf.



II SOCIAL RESPONSIBILITY

QUALITY

CERTIFICATION

Since its creation in 1977, Dietsmann has been committed to continuously enhancing the quality of its services in all its branches, joint ventures and projects. Currently the integrated management systems of four Dietsmann's branches are ISO 9001, ISO 14001 and ISO 45001 certificated. In addition, Dietsmann has five branches with ISO 9001 certificated quality management systems. Conformity with ISO standards by these management systems is validated by the international certification organizations.

Code ESG – S07-01 Percentage of total facilities certified according to ISO 9001 standard

Code ESG – S07-03 Percentage of total facilities certified according to ISO 45001 standard

2 objectives for 2021:

- The ISO 9001 certification for the subsidiary in Qatar
- The ISO 9001, 14001 and 45001 certifications for the subsidiary in Kuwait

CUSTOMER SATISFACTION

Dietsmann's Group HSEQ support team developed and implemented the customer satisfaction evaluation method. It is based on data from:

- Clients' claims and compliments
- Audits (internal, by the client or by the certification organization)
- The effectiveness of implemented corrective actions
- Contracts' KPI results
- Results of the customer satisfaction surveys
- Meetings with clients at different levels of responsibility (operational, management)

The perception of customer satisfaction is collected from the projects managed by Dietsmann. It is analyzed by the Group HSEQ support team in collaboration with the Project Managers.

Code ESG - V06-01 Percentage of total customers surveyed comprising satisfied customers

In 2020, the satisfaction of the clients has been established considering 3 levels:

- Satisfied to exemplary: clients who have expressed their satisfaction and/or compliments;
- Rather satisfied to satisfied: clients that appear satisfied and/or who consider that the works are compliant with their requirements;
- Rather dissatisfied or dissatisfied: clients that have expressed dissatisfaction or sent claims

Code ESG – V05-02 Average length of customer relationship

Client	Length of relationship
Total	>35 years
Shell	>30 years
ENI	>20 years
Sonangol P&P	>20 years
Exxon	>15 years
Saipem	>15 years

ENVIRONMENTAL IMPACT

Dietsmann strives for the continuous improvement of methods for identifying, assessing and controlling environmental impact

OVERALL STRATEGY

Protection of the environment is an important aspect of the Group HSEQ Charter and is supported by a specific policy derived from the ISO 14001 standard.

As Dietsmann's main activity involves the provision of services, its impact on the environment is more indirect than direct. Even so, to strengthen its approach to environment protection the Company is working on defining good-practices related to resources consumption, waste management and global environmentally-responsible behavior.

When operating on a client's premises Dietsmann observes the client's environmental standards. Dietsmann also focuses on preventive maintenance to increase equipment lifetime and avoid spills and encourages its business partners' active protection of the Environment through the Business Partners Policy.

Code ESG – E33-01 Number of sites with ISO 14001 certification / number of total sites

The objective for 2021 is to get the ISO 14001 certification for the subsidiary in Kuwait.

IMPLEMENTATION AND OUTCOMES

Dietsmann complies with all relevant environmental legislation and regulations and its official documents publically state the Company's precautionary approach in terms of the environment. To ensure the Group remains fully compliant the HSEQ department monitors HSE regulatory compliance at every level of the organization. Dietsmann did not experience any reportable environmental incidents during 2020. The other environment-related objectives are to draw up a series of environmental good practices aimed at reducing the environmental impact (resource consumption, waste and pollution), increase employee training in respect of environmental matters, and implement a more accurate internal impact assessment system.

REDUCTION IN CO₂ EMISSIONS AND ENERGY EFFICIENCY

In 2020 the COVID-19 pandemic had a significant impact on air travel and many trips were cancelled.

To maintain Dietsmann's activities the following measures were implemented:

- Whenever possible meetings between entities were in the form of video conferences.
- Teleworking for office staff was mandatory and/or recommended in most of the subsidiaries.

These measures reduced CO₂ emissions from above 28% compared to last year.

III ENVIRONMENTAL IMPACT

This experience demonstrates that another way of working is possible. The system of part-time teleworking will, therefore, continue where feasible and video conferences will be promoted even after this crisis ends.

Code ESG – E01-01 Energy consumption

As the total energy consumption will vary depending the number of subsidiaries, our target is to monitor the energy consumption at the level of each site of the Group and to locally establish action plans leading to energy consumption decrease.

Code ESG – E02-01 GHG emissions

In 2020 the COVID-19 pandemic has taught us that video conferences are an excellent alternative for meetings, thus our target to reduce the impact of the Group GHG Emissions is to give priority to video conference meetings to limit business trips of our employees.

Code ESG – E30-05 Average fuel consumption of vehicles

The reduction of the average fuel consumption by 10% by the end of 2021 is the objective.

Code ESG – E37-01 Average CO₂ emission by vehicle

The objective is to reduce the average CO₂ emission by 10% by the end of 2021.

WASTE SEGREGATION

Dietsmann develops and implements training and education programs on good environmental protection practices for all employees.

To date these programs have focused primarily on raising awareness regarding reducing waste production, promoting and maximizing recycling and the traceability of ultimate waste products.

As a result, Dietsmann employs licensed waste companies to dispose of waste wherever available.

A waste management procedure is in place in all subsidiaries. On site, waste is sorted and transferred to waste collection companies or, in the case of industrial waste, to the client.

To ensure a proper monitoring of waste production, the weight of waste material is measured on a regular basis. This data is essential for setting waste reduction objectives and promoting waste recycling.

Code ESG – E05-01 Percentage of total waste which is recycled

The objective is to reach a total amount of 50% of recycled waste for every site by 2024.



III ENVIRONMENTAL IMPACT

THE DIETSMANN “GREENBOX”

To involve all its employees Dietsmann has launched a “greenbox” inviting all the Group’s employees to share their ideas and initiatives for reducing environmental impact.

A dedicated email address (greenbox@dietsmann.com) has been created to receive all the messages.

Given the diversity of backgrounds, jobs and countries across the Group, a lot of great ideas should emerge to reduce Dietsmann’s ecological impact.



WORLD ENVIRONMENT DAY

Each year, on 5 June all the subsidiaries celebrate World Environment Day. It's an opportunity to communicate Dietsmann's environment protection approach. In 2020 the focus was on waste recycling both on sites / in offices and at home. The information covered different types of waste and what happened to them after the recycling process.

On this occasion, “cleaning sessions” were organized in different countries:



The Kuwait team organized a beach clean up at Al Khairan



The staff in Russia contributed towards environmental protection by carrying-out their annual clean-up



IV LOCAL CONTENT AND SOCIAL ACTIVITIES

LOCAL CONTENT

The term 'local content' describes the positive effects a foreign company or industry can have on the areas in which it operates.

Companies can provide measurable benefits by:

- Buying supplies and services locally
- Employing and training local people
- Supporting development

Community development support includes social investment programs involving companies making voluntary contributions towards the positive development of the communities and societies in the region and/or country in which they are operating. Such programs typically donate to, or develop skills and resources in, local communities and local or national institutions.

The assessment of Dietsmann's level of performance in terms of local content is divided into three related sub-sections:

LOCAL PURCHASES

Dietsmann's policy is to maximize purchasing from local suppliers and to help these suppliers achieve the required performance standards. As a result, in most of the countries in which it operates Dietsmann exceeds local regulations related to local purchase.

In countries in which high technology equipment is not manufactured locally the required equipment is purchased through Dietsmann's French procurement department.

SUPPORTING HUMAN CAPACITY DEVELOPMENT

In line with its sustainability project development axis, Dietsmann considers human capacity development to be a great motivational tool. The Company has been investing in it and collaborating with local training providers for many years.

Dietsmann has built-up close relations with the communities that host its operations through long-term local initiatives and actions involving knowledge sharing.

The indicators include the efforts dedicated to building and equipping Dietsmann's own training centers as these centers are long-lasting infrastructures.

The partnerships with technical schools, schools and universities reflect the Company's involvement in supporting the future of local communities.

IV LOCAL CONTENT AND SOCIAL ACTIVITIES

NIGERIA

NetcoDietsmann has continued to work with NAOC on and within the Technology Transfer Plan. More young engineers have successfully completed training courses on Gas Turbines, Piping Technology, HRSG, Electricity Generation, Transmission and Distribution.

The objective is to empower the trainees by teaching them the skills they will need to become future drivers of the Nigerian power sector. Selected candidates are trained in all aspects of O&M techniques and gain practical experience working on-site at power plants. Despite the impressive results being achieved by this initiative, gaps remain within the industry and have shown the need to set up a NetcoDietsmann Training Academy. NetcoDietsmann intends to fill the existing gaps by investing in developing the world-class training courses/programs (technical and soft skills) as required by the industry.



ANGOLA

In Angola, Luis Almeida, Sonadiets' General Manager, and Mário Botelho De Vasconcelos, INP's General Manager, signed a Protocol of Cooperation between Sonadiets and the National Oil Institute. With this cooperation Sonadiets will share its knowledge regarding the training needs of professionals in the oil sector with the Institute. The cooperation will improve the Institute's training infrastructures and programs and will ensure Angolans are well trained when they enter the oil industry job market.



GABON

In Gabon Dietsmann continued its collaboration with the CSP training center based in Port Gentil. The goal of this cooperation, which started 11 years ago, is to validate the apprenticeship course and ensure the imparted knowledge and skills meet the requirements for working in the oil and gas maintenance domain. Dietsmann has chaired the CSP sponsorship committee for the past three years. In 2019 Dietsmann also developed a partnership with the CSP for employee training as part of the TACT project.

The programs that have been established guarantee targeted, quality training. Oil companies and maintenance companies such as Dietsmann make a significant contribution towards the development / validation of CSP programs through their sponsorship committees ("comité de parrainage"). Dietsmann's three core competencies (Mechanics, Instrumentation and Electricity) are taught. In addition to technical training (theoretical and practical), Gabonese staff are also offered training programs for soft skills. The knowledge acquired by each trainee is assessed at different stages of the training. Dietsmann Gabon's internal training center enables the specific training needs of local employees to be provided. In addition to specific training Dietsmann's trainers provide certifying training and the mandatory training necessary for working on site.



IV LOCAL CONTENT AND SOCIAL ACTIVITIES

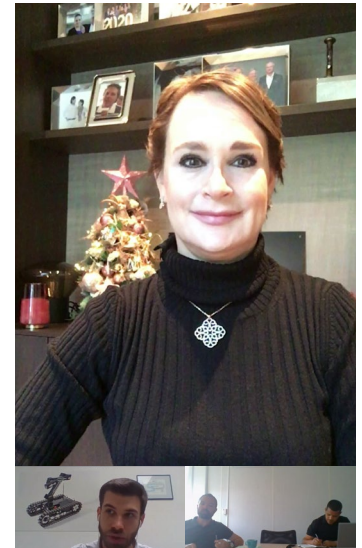
YOUNG DIETSMANN ACADEMY

The first intake of the Young Dietsmann Academy came to a successful end as three students completed their internship. Anouschka Kütemann, the Dietsmann Supervisory Board member who initiated the project, reflects on this first edition:

"In 2020, Dietsmann introduced the first edition of the Young Dietsmann Academy (YDA), an initiative to attract young bright people specialized in new technologies and integrate them into our New Tech Team in Toulouse, France. Domains include robotics, data analytics, text mining and web-based solutions.

In 2020 we started with three students from France, Peru and Algeria. It was a challenging start as, right after their arrival, lockdowns were imposed in many countries. Nevertheless, the students managed to work on several topics and finished their internship successfully.

At this moment we are working on the 2021 edition. Diversity is an important keystone for Dietsmann as a company, and the YDA should reflect that. Our goal is for students from all over the world to work together in Toulouse. We encourage young men and women to join and combine their efforts. Dietsmann is looking forward to welcoming more international young students to energize the Group."



IV LOCAL CONTENT AND SOCIAL ACTIVITIES

SOCIAL ACTIVITIES

Dietsmann has built-up close relations with the communities that host its operations through long-term local initiatives and actions involving knowledge sharing.

ANGOLA

Donations to a hospital

Dietsmann's Angolan staff made a donation to the "Maternidade Augusto Ngangula" in the Miramar district. Medical masks, hydro-alcoholic gels, gloves and soaps collected in the Amenities Donation box were donated to COVID- 19 patients. Doctors said that these products were a great help as they are truly needed.



Donations to a childcare center

A second donation was made in December to the EL-BETEL Childcare Center. The purpose of the donation was to donate food to this shelter for children and young people.



The head of the Center expressed his appreciation and gratitude for this donation. He added that the Center faces a lot of difficulty with acquiring food and some other items.

Supporting a school founded by one of our employees

Fernando Adão (in the center in the picture on the right)), Purchasing Coordinator at Sonadiets, Dietsmann's joint venture in Angola, manages a school that helps children in need and the local community. He describes his school and Dietsmann's support:

"The Kilunji Kiami school was founded in 2013 to support families from the local community who do not have the means to pay for their children's education. We also welcome some orphans. We currently have 480 pupils and 26 employees.

This project was a success so now we are looking to the future with the creation of a shelter next to a school under construction 20km north of Luanda.

Dietsmann contributed towards the malaria awareness campaigns with conferences and the distribution of mosquito nets to students, workers and tutors."



IV LOCAL CONTENT AND SOCIAL ACTIVITIES

REPUBLIC OF CONGO

Celebration of International Women's Day

On 8 March Dietsmann's female staff went to the Institute for the Hearing Impaired in Pointe Noire. They shared emotionally-charged moments with the staff and the deaf people from the Institute. On this occasion an amenities donation consisting of adapted school material, food supplies and first-aid products was made on behalf of Dietsmann.



GABON

Dietsmann colleagues in Gabon also acted in the midst of the pandemic. In partnership with the Company's historical client, Total Gabon, they contributed towards the renewal of the main facilities of the Tchengué Regional Hospital in Port-Gentil - the only hospital authorized and equipped to treat COVID-19 Patients.



MANAGING SOCIAL IMPACT

To strengthen corporate cohesion and promote a good working atmosphere, events that bring employees together are organized in all Dietsmann subsidiaries.

NIGERIA

Female Football Tournament

NetcoDietsmann sponsored a team in the women's football tournament in Lagos.



QATAR

NOC Football Tournament

As part of the Qatar National Sports Day Dietsmann's client for the Al-Shaheen project, NOC, invited the Company to enter a Dietsmann soccer team in its Annual Tournament. The weekend consisted of a pre-tournament training session and the actual game.



1st Bowling Open

This year colleagues in Qatar also organized their 1st Bowling Open to celebrate Qatar's National Sports Day. The main objective of this national holiday, which takes place annually on the 2nd Tuesday of February, is promoting a healthy lifestyle among the population.



IV LOCAL CONTENT AND SOCIAL ACTIVITIES

TEAM SPIRIT

During these unprecedented times the Group launched initiatives to boost morale and promote team spirit in order to support and thank every employee.

The DietsmannDays Instagram Account

Anouschka Kütemann, Member of the Dietsmann Supervisory Board, created the DietsmannDays Instagram account to showcase the lives of the diverse Dietsmann workforce maintaining energy around the world. This account enables each employee's individual story to be told and brings employees closer to one another.



IV LOCAL CONTENT AND SOCIAL ACTIVITIES

“Proud of our Team Spirit, Let’s Show It !” Campaign

In October a campaign was launched with the objective of showing the team spirit throughout the Dietsmann countries.

Libya (Wafa site), Angola (Clov site) and the Rep. of Congo (CEC site) were selected for their contribution.



“Thanks To All Of You” Campaign

Back in July a campaign was launched to thank all the Dietsmann colleagues who worked through these unprecedented times. The campaign’s motto was “Your Energy Maintained Dietsmann’s Energy.”

Thanks to all of you who worked hard during these unprecedented times!” Pictures were sent from all Dietsmann countries and used to create a mosaic. All the pictures from this campaign are available on the [@dietsmannndays](https://www.instagram.com/dietsmannndays) Instagram account.

Christmas Greetings Chain

As part of the end-of-the-year festivities Anouschka Kütemann initiated a Christmas Greetings Chain. This chain allowed each Dietsmann country to greet another country via a short video.



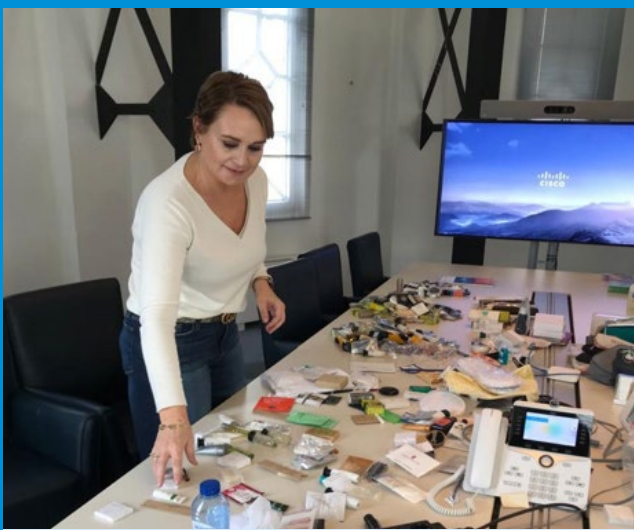




AMENITIES DONATION PROJECT

Anouschka Kütemann, Dietsmann Supervisory Board Member, reflects on her initiative's second year:

"In 2020 more countries joined the program and many donations were made. The extensive travel restrictions led to the project being re-oriented: The collection of (hotel) amenities stopped and the focus switched to gathering face masks and hydro-alcoholic gels. Once again all our employees contributed towards this emergency situation. A real team effort was made. Our shareholders also donated the most needed items such as hand gels, masks and paracetamol to people in difficult situations."



Anouschka Kütemann, Dietsmann Supervisory Board Member, organized a donation for the Dutch organization "The quiet 500" from Dietsmann's office in Breda. In December goodie bags filled with shampoo, razor sets, toothbrushes and soaps were distributed to people in need.



Qatar

The office in Qatar joined the Amenities Donation Project in 2020 and a short time later a special donation was made by Jean-Paul Berthon, Group IT Director, and Jean-Christophe Baudens, Group HR Director.



Nigeria

In Nigeria Peter & Anouschka Kütemann, together with Country Manager Massimo Troiani, handed-over a donation during their visit to the Kuchingoro IDP camp, home to victims of insurgency in the Northeast of Borno state.



Romania

Colleagues in Romania also made their first donation to the "Romania without Orphans Association". The donation was distributed to children in need in rural areas of Romania.



Monaco

As part of the Amenities Donation Project, the ALC Association in Nice received a first donation on behalf of the Monaco office. ALC takes care of an asylum seekers center and refugees aged 16-18 years. These young people come from French child protection services and live in a shelter managed by ALC. They all have apprenticeship contracts to learn specific skills and to ensure their social integration.



Bulgaria

Colleagues in Bulgaria made their first Amenities Donation to NF St. Nicholas. This non-governmental humanitarian organization supports orphans, disadvantaged people and adults with mental and physical disabilities, and facilitates their integration into society.



South Sudan

A Christian orphanage in South Sudan received a donation.

THANKS TO EVERYONE FOR PARTICIPATING!
HOPEFULLY MANY MORE CONTRIBUTIONS WILL COME IN 2021.



V ENVIRONMENTAL, SOCIAL & GOVERNANCE

E.S.G. OVERVIEW TABLE

CODES	SPECIFICATION	RESULT
ENVIRONMENTAL		
E01-01 (GRI 302-1, 302-2)	Energy consumption, total Kwh	2,840,558
E02-01 (GRI 305-4)	GHG emissions (CO ₂ eq. in tons)	4,355
E05-01 (GRI 306-4)	Percentage of total waste which is recycled	20%
E30-05	Average fuel consumption of vehicles by type (litres / 100km)	16
E33-01 (GRI 301-308)	Number of sites with ISO 14001 certification / number of total sites	4/17
E37-01	Average CO ₂ emission from vehicles (g CO ₂ per km)	430
SOCIAL		
S01-01 (GRI 401-1b)	Percentage of FTE leaving p.a./employee	7.7%
S02-02	Average expenses on training per employee	€ 244
S03-01	Age structure/distribution (employees per age group, 10-year intervals)	See page 27: "Breakdown by age group"
S06-01 (GRI-414)	Percentage of total suppliers and supply chain partners screened for compliance in accordance with ESG-criteria	60%
S07-01	Percentage of total facilities certified according to ISO 9001 standard	53%
S07-03	Percentage of total facilities certified according to ISO 45001 standard	23%
S10-01 (GRI 102-8, 405-1)	Percentage of female employees in relation to total employees	9%
GOVERNANCE		
G02-01	Amount in monetary terms i.e. currency in controversy, dispute from legal proceedings	Total Group liability for claims & & controversy is 1.1 M. Euro
V05-02	Average length of client relationship in years	See page 34: "Customer Satisfaction"
V06-01	Percentage of total clients surveyed comprising satisfied customers	96%
V36-01 (GRI 205)	Key Performance Narrative What measures does your company undertake or maintain to prevent corruption and bribery in the context of contracts with public organisations, governments etc.?	See page 13: "Business Code of Conduct"

VI CORPORATE SOCIAL RESPONSIBILITY

C.O.P. OVERVIEW TABLE

SOCIAL		2020	2019
Total workforce		4,536	5,143
1	Africa	2,194	2,382
2	East Europe & Central Asia	1,752	2,351
3	West Europe	316	313
4	Middle East	269	69
5	Other	5	28
Workforce by job category position worldwide			
6	Administrative	399	399
7	Operational	3,870	4,467
8	Managerial	267	277
Employment			
9	New hires of national employees	840	961
10	New hires of expatriates	389	433
11	Outflow rate	7.7%	9.7%
Diversity			
12	Gender rate - all positions (women)	9%	9.1%
13	Average age	44	43
14	Percentage of employees over 55	16%	15.3%
15	Percentage of employees under 35	19%	22%
16	Number of nationalities represented in the Group	60	52
17	Rate of National employees (vs expatriates)	82%	86%
Training & career opportunities			
18	Total training days	4,350	9,248
19	Training expenses (in thousands of Euros)	402	827
Social dialogue & cohesion			
20	Percentage of employees covered by a collective bargaining agreement	100%	100%
21	Percentage of scheduled annual interviews (ICMS) carried out	64%	82%
22	Global rate of employees interviewed (ICMS)	38%	62%
Health & Safety			
23	Percentage of employees who benefited from a medical check-up	100%	100%
24	Total awareness-raising campaigns on health and safety issues	5	7
25	Lost Time Injury Frequency Rate (LTIFR) per million man-hours worked	0.19	0.16
26	Total Recordable Incident Rate (TRIR) per million man-hours worked	0.29	0.47

VI CORPORATE SOCIAL RESPONSIBILITY

C.O.P. OVERVIEW TABLE

ETHICS		2020	2019
Anti-corruption			
27	Percentage of employees trained in ethics principles (Corporate Shared Responsibility Training)	83%	83%
Business partner screening			
28	Percentage of suppliers and subcontractors screened and followed-up (Global Compliance including Ethics)	60%	67%
LOCAL CONTENT			
Local purchases			
29	Percentage of local purchases (goods & services)	75%	70%
Local employment			
30	Number of key positions nationalized	8	8
31	Percentage of National employees in management positions	66%	64%
32	Percentage of training courses dedicated to national employees in total training provided	92%	93%
Local community initiatives			
33	Number of partnerships with schools and universities	9	12
34	Total amount dedicated to the socio-economic development of local communities	€ 135,154	€ 173,575
ENVIRONMENT			
Environmental protection			
35	Percentage of countries in which environment awareness raising campaigns were provided to employees	90%	85%
36	Percentage of permanent facilities (offices) for which an environmental risks assessment has been carried out	50%	50%
Carbon Dioxide Equivalents (CO₂e) in tons			
37	Road transport	1,478	1,143
38	Air travel	1,838	4,523
39	Energy consumption	1,039	416

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