



DIETSMANN

CORPORATE SOCIAL RESPONSIBILITY & GOVERNANCE ANNUAL REPORT 2021

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SMART MAINTENANCE SOLUTIONS FOR CONTINUOUS PRODUCTION PLANT


Dietsmann
Maintaining Energy

DIETSMANN
CORPORATE SOCIAL RESPONSIBILITY
& GOVERNANCE ANNUAL REPORT 2021

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INTRODUCTION FROM THE CEO

In 2021 the world was once again held to ransom by the Covid-19 pandemic. And while well-intentioned, the constantly-changing and different in every country government mitigation measures did not always make things easier.

All of these challenges made us rethink and rebuild our management to fit our new visions and mindset regarding the future of Dietsmann and of our teams.

Last year, even during these stressful and tiring times, our HSEQ team and all of our employees were able to stay focused and respect and follow our HSEQ regulations.

Dietsmann has always built a strong identity through its employees. This enabled us to adapt and strengthen our values and commitments regarding HSEQ and Corporate Social Responsibility (CSR) during these challenging years. To go further with the management of our Corporate Social and Responsibility we have decided to integrate it into our HSEQ Management system. This will deepen our commitment and instill it as a Dietsmann core value.

Team spirit is and will always be one of my core values. My daughter Anouschka and I have initiated many projects to reinforce team spirit. Through our employees we can create a link, a strong identity. They are the people carrying the core values of our company to the outside world. We value our employees' ideas and opinions.

During the past difficult year, our employees once again shown their willingness and motivation in their daily work, their daily life and the way have accepted and complied with all the Covid-19 measures. Throughout the year they continued to share their values, work ethics and the initiatives taken in their country on our social media.

Our popular greetings chain was published during the festive seasons and all of our teams all around the world participated with short videos.



Over the past three years Anouschka has initiated three projects: the Young Dietsmann Academy, the Amenities Donation Project and the Green Move Workgroup. These projects have one goal: to create a new dynamic while reinforcing our core values.

In 2021 we continued to follow and reinforce our 2020 objectives as a multi-local company. With environmental and social changes comes a time to rethink and rebuild our mindsets and strengthen our work ethics. We are looking forward into the future with new ideas and the commitment to conduct business in a socially, environmentally and economically responsible manner.

We have adapted ourselves to new rules and restrictions and we have shown that we are one Group - [#onedietsmann](#).

I am pleased to introduce our 2021 Corporate Sustainability & Governance report and I am looking forward to sharing with you in this report all of the actions my teams have put in place during this past year and will continue in the years to come.

A handwritten signature in blue ink, appearing to read 'Kütemann', with a stylized flourish at the end.

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 2021 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 5,818 employees.
- Organizational structure:
 - Group Holding: Breda, the Netherlands
 - Global Support & Coordination Office: Monaco
 - Support & Coordination Office: Dubai (UEA)
 - Offices and operations worldwide: Angola, Bulgaria, Cyprus, France, Italy, Gabon, 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.

INTRODUCTION

SCOPE

The information covered in this report highlights our performance and initiatives in 2021. In the context of Dietsmann's carbon footprint, this report includes emissions produced within the corporate boundary. It does not include emissions produced at client sites and fabrication yards.

The environmental performance information, such as GHG emissions and waste generated, is collected from our own offices. The information regarding aspects such as health and safety, the number of calls to our Ethic hotline, labor practices and community involvement relate to the entire Group, i.e. Dietsmann and its subsidiaries.

This report also includes information related to governance, economics, stakeholder engagement, philanthropy and community service.

OUR COMMITMENTS

United Nations Global Compact

In 2011 Dietsmann decided to participate in the United Nations' effort to change the World through the biggest proactive network possible and signed the United Nations Global Compact.

In 2021, after a decade of involvement with the United Nations Global Compact project, Dietsmann decided to upgrade its membership to the participant level. Dietsmann has also committed to being part of the UNGC Early Adopter Program. Through this program the early adopters will work with the United Nations on the development of a new reporting tool that will standardize and increase the depth of the data member companies report in their COP (Communication On Progress).



On 24th of September, in Monaco office, Dietsmann raised its flag of the SDGs 6th anniversary celebration

SDGs

In parallel, in 2016 Dietsmann decided to follow the Sustainable Development Goals published by the UN the year before. Dietsmann decided to start by focusing on 5 of the 17 Goals:

- Good health and well-being
- Quality Education
- Gender equality
- Decent work and economic growth
- Climate action

Monaco's National Energy Transition Pact

In April 2021 Dietsmann joined the Principality of Monaco's National Energy Transition Pact which aims to have reduced the Principality's greenhouse gas emissions by 55% compared with 1990 in 2030.

The carbon footprint of Dietsmann's Monaco office has been measured and the Company has committed to implementing 15 specific actions to reduce its impact.

Dietsmann has also decided to duplicate these actions (when feasible) throughout the entire Group.

REPORTING

In order to facilitate the reading and understanding of this report, Dietsmann has also decided to voluntarily report some data based on the GRI Referential and the ESG EFFAS framework.

TAXONOMY

As soon as the taxonomy regulation, also called "Green Taxonomy", went into force on 12 July 2020, Dietsmann set-up a multi-disciplinary task force to work on the subject.

As required in Regulation (EU) 2020/852 and the various delegated acts already adopted, Dietsmann analyzed its various economic activities in order to verify its eligibility within the list provided by the European Commission. As at the end of January 2022 and based on the stipulations in force at this time, Dietsmann's activities are not included in the list of 88 provided. As specified by the European Commission, today's criteria cover the economic activities of roughly 40% of EU-domiciled listed companies active in the sectors which are responsible for almost 80% of direct greenhouse gas emissions in Europe.

This means that, at the present, the taxonomy regulation is not applicable for Dietsmann. While waiting for this list of economic activities to be updated by the European Commission Dietsmann will continue developing its digitalization tools and implementing its sustainability strategy thus ensuring its activities are not harmful to the environment. Dietsmann will also reduce its GHG emissions to the minimum possible.



II HSEQ

HSEQ is a Dietsmann core value and a top priority at all levels of the organization. Dietsmann's ambition is to be acknowledged as a reference in HSEQ management for the energy sector by delivering a high level HSEQ performance across its diverse workforce in all operational locations.

The Group's HSEQ Management system complies with the ISO 9001, ISO 14001 & ISO 45000 Standards. This approach demonstrates Dietsmann's ambition to manage and control risks and opportunities, implement the best practices and analyze and review its HSEQ performances in order to ensure a continual improvement. To go further in its management of CSR aspects, this year Dietsmann has integrated the ISO 26000 standard requirements into the new version of the HSEQ Management system.

A major HSEQ workflow digitalization project (Reporting of Observations and anomalies, Data reporting, e-learning...) has been started with the aim of simplifying and optimizing the reporting process and, with the e-learning, to make Dietsmann's HSEQ Culture available at all times rather than just face to face.

SAFETY ACHIEVEMENTS AT END OF 2021

- Angola ESSO: 15 years without LTI
- Nigeria: 7,000,000 man-hours without LTI
- Republic of Congo subsidiary: 10,000,000 man-hours without LTI
- South Sudan subsidiary: 16 years without LTI
- Romania: 2,500,000 man-hours without LTI
- Kuwait: 1,000,000 man-hours without LTI

HSEQ CULTURE PROGRAM

The Dietsmann HSEQ Culture program is designed for each hierarchical level within the Group organization: Operational, Offices & Management.

By the end of 2019 most of the operational staff in the different countries had been trained. As of today the new staff is being trained and some refresher sessions are being conducted in the subsidiaries. To extend the program, next year 3 new modules related to Sustainable development will be added:

- Mobility, Waste and Energy
- Environment and GHG Emissions
- Social, Ethics and Commitments

In 2021 the HSEQ Culture for offices staff (level I and level II) was launched through e-learning modules in 5 countries. The deployment will continue in 2022 with the objective of training all the office staff by the end of the year.

The HSEQ Culture program makes the organization proactive and generative in terms of HSEQ, thus ensuring a continual improvement of Dietsmann's management system.

CERTIFICATIONS

The Integrated Management Systems certifications (ISO 9001, ISO 14001 and ISO 45001) of Bulgaria, France, Qatar, Romania, Russia and Kuwait have been awarded or renewed.

The Quality Management Systems certifications of Angola, Republic of Congo, Gabon, Monaco and Nigeria have been renewed.



III ENVIRONMENT

With the growing population, the needs for energy will keep increasing, hence it is crucial that we pay more and more attention to the maintenance of those infrastructures throughout the world, especially to avoid environmental catastrophes.

LOW CARBON STRATEGY

Dietsmann implements the reduction of GHG emissions through two different channels:

- By continuing to be a leader in preventive maintenance. Indeed, this is key for the sector because maintaining and optimizing the equipment will not only avoid unnecessary harmful emissions, it will also enable the best production level to be achieved.
- By having a better grasp of and efficiently managing the emissions caused by Dietsmann's own activities.

NEW METHODOLOGY

After monitoring its GHG emissions for several years, in 2021 Dietsmann decided to change the calculation methodology in order to be based on the ISO 14069 Standard. Hence, Dietsmann is now compiling data in order to accurately monitor its Scope 1 and 2 emissions as well as some Scope 3. The compilation of Scope 3 data will gradually increase until all the subsidiaries are able to provide the necessary information.

Dietsmann GHG Emissions are presented in the table on page 36.

WASTE

WASTE CAMPAIGN MANAGEMENT

Dietsmann has launched waste management campaign in all its subsidiaries. This campaign covers the various impacts of poor waste management (health, pollution and economic). It also gives examples of good practices and lists the general rules applicable to the Group as a whole as well as the specific rules for the individual subsidiary.

The campaign was launched at the end of 2021 and it is expected that 100% of the staff will be trained by the end of the first quarter of 2022.



CHEMICALS

Being a maintenance service company makes the use of various chemicals (aerosols, greases, lubricants, cleaners, ...) a necessity. To reduce Dietsmann's ecological impact as much as possible, it has been decided that, whenever feasible, all chemical products will be replaced with eco-friendly products throughout the entire Group. In 2021 a testing phase was initiated in two subsidiaries (France & Romania) on the most used products. The target is to have replaced all the chemicals used with eco-friendly products by 2025.



Jean-Paul Berthon

OUR DIGITAL ENVIRONMENT

Technological developments have had an important impact on the global carbon footprint. However if they are well managed they could be a precious tool to reduce Dietsmann's impact. Jean-Paul Berthon, Dietsmann's long-serving IT Director, explains how technology and sustainability can and must thrive together.

New technologies and sustainability are two important sectors for Dietsmann, do you think they can evolve harmoniously?

I sincerely believe that they are both mandatory for a brighter future and the new tech will truly help us improve our sustainability. The tools we develop enable us to measure and monitor our various impacts very accurately, which is the first step towards doing things better. However, like everything else, IT has to be well managed and used thoughtfully in order to be really impactful.

What are you doing to make our increasing needs for IT more sustainable?

We have already taken the “simple” steps, which consist of reducing the number of print-outs while optimizing the digital storage in order to only use the right amount of space. Our cloud servers are European, they are very active in this transition (they plan to be 100% renewable-energy-powered by 2030). We realized a while ago that using this type of service with the right partner – one whose system is designed to be efficient - drastically reduces the amount of waste produced and natural resources used (water and electricity).

We also limit the creation of electronic waste as much as possible by extending the life span of our equipment (from 3 to 5 years), we salvage components to use for repairs, we sell/give ‘old’ equipment to employees and whenever feasible, we use specific partners to collect and treat the residual waste.

We know that there is still room for improvement and we are consistently looking for ways to do things better.

What are your current and future projects?

We want to reinforce the training about being careful with data, implement new parameters (such as automatic screen and computer shutdown) and develop tools that allow a better measurement and reporting of our impact.

As our goal is to minimize our impact as much as possible we must also work on reducing the footprint of the IT department itself. This means we must look at the materials we purchase, the digital space we take up and the energy we consume.

IV SOCIAL

HR OVERVIEW

The Company has faced this year again important challenges and 2021 gave the opportunity to concentrate efforts and tackle with main HR issues such as talent acquisition, staff retention and development of improvement axis to ensure a sustainable 360 degrees Human Resources Management.

OUR BIGGEST CHALLENGES

Gender equity:

Given the typology of our core activities and according the global industry trends, the Company counts significantly fewer women within the operational workforce (mainly technicians and engineers profiles working on remote sites) as the available resources on the market today do not allow to reach gender equity.

However, with regards to support functions, equity is almost achieved with a proportion of women exceeding 48% of the administrative staff on the global level.

Considering managerial positions, the Company has still room for improvement to include more women on middle and top management roles. Today we hardly reach 16%.

Turnover:

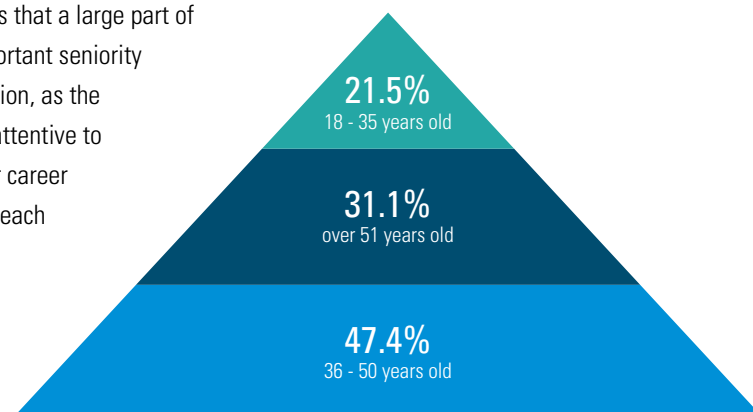
2021 international economic and sanitary context has led to instability, reduced visibility as well as major transformations on the labor market. However, the Company's people turnover did not exceed 12 % this year, with some projects ending which can explain the figures. The HR department always strive to give priority to mobility and re-hire staff from previous missions whenever it is possible.

OUR SUCCESSES

Diversity and non-discrimination :

As part of its multicultural DNA, the Company includes diversity in its recruitment practices and counts today 62 nationalities within its headcount.

Also, the Company's age pyramid shows that a large part of our employees is experienced. The important seniority within the Group is part of the explanation, as the Recruitment & Mobility department is attentive to carefully accompany employees in their career development and bring every talent to reach its professional goals.



Internal promotion and talent development:

One of the major priorities of the HR is to constantly identify potentials and make them grow within the Group.

As an example, this year, HR Recruitment & Mobility department worked on the mobilization plan for a new contract in Congo that implied an important recruitment campaign, respecting tight deadlines. As part of the HR policy, the recruitment scheme gave priority to internal promotions as well as geographical mobilities in accordance with the employees' wishes expressed during the annual reviews. This has been obviously guaranteed without impacting the smooth running of the operations on the other contracts thanks to efficient external recruitments.

Impartial recruitment:

As part of its Recruitment policy, the Company keeps developing tools to better assess the candidates, especially on the technical aspects. The technical assessments that were developed in 2020 have been extended to new key positions and adapted to the new projects launched in 2021. This ensures recruiters to perform even more objective interviews and a fair selection of candidates.

Listening our employees:

As every year, Recruitment & Mobility department has conducted an HR audit with most of the expatriate employees to better identify employees' feelings, needs and expectations when working on distant sites. The Company aims to develop this campaign to all the subsidiaries.

HR OBJECTIVES 2022

- Growing internal talents for the leaders of tomorrow: HR department is currently working on the development of an internal skills mapping tool to anticipate future needs on top management positions as well as departures for retirement.
- Continue working on talent retention and international mobility through regular HR audits and staying close to the employees.
- Include more women at top management level positions.
- Maintain a reasonable turnover (around 10%).

First Dietsmann Congolese worker as Contract Site Representative

Jean-Claude Kaya was nominated as Contract Site Representative on 1st of July 2021.

Jean-Claude is 58 years old and joined Dietsmann Congo in 1996 as Mechanical Senior.



For over 20 years now, he has always demonstrated his great professionalism and climbed one by one all of the different site levels, every time with excellent results coupled with an exemplarity behavior towards his colleagues and the clients.

He was already the first Congolese worker being a Mechanical Supervisor, so it was an evidence that Jean-Claude deserved to become the first Congolese CSR.

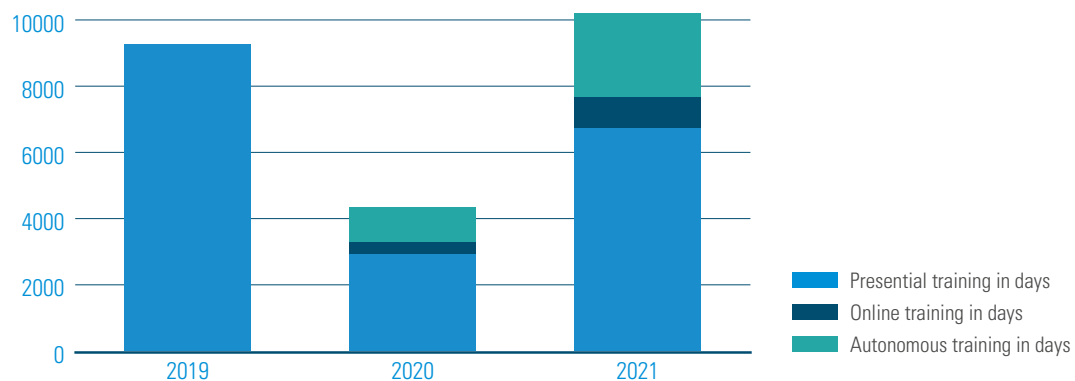
IV SOCIAL

Training

Dietsmann's training department, through digitalization projects, continues to improve training offer in "Autonomous courses". Employees have access to these Any Time - Any Where - Any Device "ATAWAD" training, with the stated goal of increasing skills while giving more flexibility and limiting the ecological impact.



PROPORTION OF TRAINING TYPE



25% of our training are provided internally by our trainers and in our training centers

HUMAN RIGHTS

Child labor

Dietsmann is opposed to child labor: nobody under the age of eighteen is allowed to work for a Dietsmann Company.

Forced labor is not tolerated. Everybody who works for Dietsmann works freely, within the terms of a legal employment contract and receives wages and health care benefits in accordance with legal requirements. Dietsmann provides regular employment insurance.

Dietsmann never withholds any worker's personal documentation (passport, work permit) unless temporarily required to do so for logistical processes and then only with the employee's prior agreement. Employees are free to terminate their employment with Dietsmann, taking into account the prior notice period as stated in their employment contracts.

Anti discrimination

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

Discrimination includes any explicit or implicit distinction, exclusion or preference made on the basis of color, gender, religion, political opinion, national extraction, sexual orientation, or social origin, which has the effect of nullifying or spoiling equality of opportunity or treatment in employment or occupation, including access to vocational training.

Wherever applicable Dietsmann allows the observance of national or religious traditions and customs with respect to weekly leisure time. As a global company Dietsmann relies heavily on mutual respect and individual dignity and believes that diversity enhances shared knowledge.

Transparency

Dietsmann accepts and fulfills its duty of accountability to all its stakeholders by compiling and publishing regular reports of Dietsmann's activities and financial position.

Dietsmann guarantees individual and commercial privacy by ensuring confidentiality and security of information for main stakeholders.

Decent working conditions

Dietsmann fully complies with national and international labor laws and regulations.

In accordance with legal requirements related to working conditions, the work schedule (weekly/daily regular work schedule, rotating shifts) and legal vacations are stated in Dietsmann employment contracts. As work schedules differ from one country to another, every employee is responsible for ensuring he/she is aware of and respects the specific weekly and daily working schedules stated in his/her contract and 'Welcome Handbook'.

If an employee is deployed abroad to work as an expatriate he/she will be given a country information sheet specifying further details about working on site and the relevant working hours, including authorized breaks. An employee's family status is taken into consideration when decisions related to work schedules and travel requirements are made.

Every employee is expected to ensure that all his/her official documents are kept up-to-date as required by the Human Resources department and to respect the travelling protocols provided by this department.

HEALTH / WELLBEING

HEALTH

COVID-19 actions

The human, economic and social impacts of the COVID-19 pandemic continue to have a profound impact on countries and individuals. They've also affected Dietsmann in many different ways.

Throughout 2021 Dietsmann took action in response to the changing situation and is still doing so. These examples highlight just some of the ways the Company has addressed and is continuing to address three priorities:

- Protecting our employees
- Supporting communities where we live and work
- Strengthening our finances

In continuance of the actions launched in 2020, Dietsmann reinforced the control measures and awareness of all employees. Presentations were made to all employees regarding the COVID-19 vaccination campaign and other communications were provided in order to remind Dietsmann staff of the continuing need of strictly applying the sanitary rules.

A close follow-up of the COVID-19 cases and monitoring of the contact cases has been implemented in order to control and limit the spread of the virus among Dietsmann personnel.



Vaccination session within the office in Nigeria

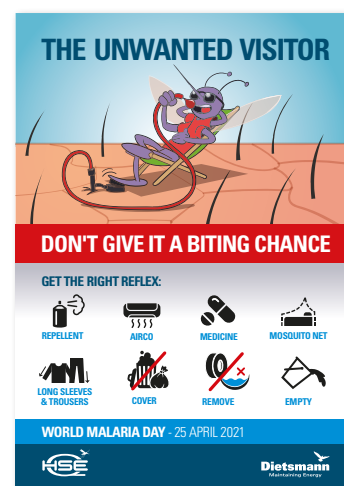
"The Covid-19 pandemic inflicted a heavy toll on our physical health. The accompanying measures, such as social distancing, lockdowns, compulsory masks, and working from home, affected our mental health. As a result, Dietsmann has intensified its focus on this issue and has been rolling out new mental health initiatives."
Onidine Smulders, Supervisory Board Member

World Malaria Day

Covid-19 has had a major impact on daily activities, but it is important to keep in mind that other diseases are still spreading. In the countries in which Malaria is prevalent, awareness sessions were organized for all employees.

A poster and a presentation were used to remind Dietsmann personnel about:

- The transmission of the disease
- The symptoms
- Prevention means
- Treatments



World Aids Day

On 1st of December Dietsmann participated in World AIDS Day by raising awareness and promoting the use of preventive measures to avoid contamination risks. The slogan used was “knowledge is the best prevention from HIV Infection”. Dietsmann remains committed to maintaining efforts to end the HIV Epidemic.



WELLBEING / MENTAL HEALTH

The COVID-19 pandemic has created widespread uncertainty and unprecedented changes in personal and professional lives and impacted people’s mental health. Fortunately, most mental health problems are preventable and, if they occur, very treatable. This is why Dietsmann is following the ISO 45003 guidelines, which are aimed at managing psychosocial risk within an occupational health and safety (OH&S) management system based on ISO 45001. The goal is to prevent work related injury and ill health and to promote well-being at work.

Work-related stress survey

In 2021 a work-related stress survey was carried out in the head office. The survey invited employees to share their opinions – anonymously and in confidence - and measured employee satisfaction and commitment and looked at the workload, teamwork and employee well-being. A dedicated steering committee comprising management of the entity, HSEQ staff and employee representatives has been established to analyze the results and define corrective actions.

“With the support of the Board we will develop a bottom-up mental health strategy that engages everyone in the conversation: who better than our staff to identify what resources and tools they need?”

In late 2021 we launched a well-being and stress survey at head office to find out how everyone was coping after nearly two years of Covid-19 and long periods of working from home. In 2022, the questionnaire will be rolled out across our other offices and in the operational field.

Most of the staff (67%: 54% of the men and 77% of the women) participated in the survey. The overall results indicate that the level of job satisfaction is high (71%), but so are the stress levels (67%). While this is far from alarming it nevertheless needs to be addressed.

The results of our Covid-19-specific questions were generally positive: 80% thought that they had been kept well/very well informed and more than 90% appreciated the working from home option. On the flip side, half of the respondents saw a slight deterioration of their relationships at work.

We are keen to address the preliminary findings from this survey and have formed a group of departmental representatives to evaluate possible solutions during monthly meetings. Early outputs have identified a desire for break-out rooms, continued flexible working between home and the office, and training for Managers.

During 2022 we plan to release four animated films as part of our forthcoming stress reduction campaign.

They will cover stress in general, stress at work, fatigue, and the importance of getting/giving support. We are also considering how we can better support staff by assessing other potential solutions. This includes, for example, training volunteers to be first-aid mental health supporters, providing resources for bottom-up support groups, and, organising training for managers to raise their awareness of deteriorating mental health and provide guidance on how to spot its signs and offer initial support to their colleagues.

We will also continue promoting the importance of physical activity as well as giving back/volunteering.”
Onidine Smulders, Supervisory Board Member



**Ondine Smulders,
Supervisory Board Member**

For Dietsmann, protecting people's health, safety and wellbeing remains a priority. This includes the mental health of its staff, an issue that still carries a stigma that we want to break down taking care of our minds is as normal as taking care of our bodies. We want to provide our staff with the resources to enable them to lead healthy lives. We consider this to be as important for the individual as it is for the Company: our success on this front is intertwined.

Our mental health strategy has the full support of the Boards. As a member of the Supervisory Board I strive to break down the barriers and taboos surrounding mental health. I believe we need to develop a culture that, through education and awareness, empowers people to address the stigma attached to this topic.

This will enable us to discuss our mental and physical health in the same terms. This is not an easy task for any of us. In our offices the gender breakdown is 48% female, but out in the field it's different – men are very much in the majority. In general men are less open to showing vulnerability and raising mental health issues, and therefore more at risk of long term health problems.

Dietsmann is committed to nurturing the positive mental health of all its staff. Rather than introduce cookie-cut off-the-shelf solutions we want to work with our colleagues at every level to provide the most appropriate solutions that will enable us to identify and deal with issues which will inevitably arise.

We want all of us to have enough confidence in each other and the Company to be able to address this in a meaningful way and thereby create a positive working environment. This will put us in a strong position to cope with any future challenges and turmoil together.

SAFETY

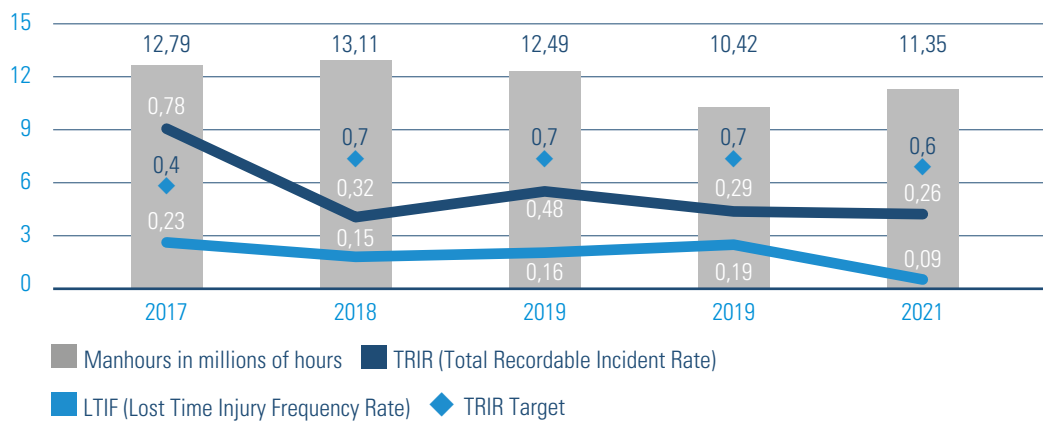
Maximizing the safety of its operations is a Dietsmann core commitment, which is why everything possible is done to ensure the safety of the Company's employees, customers, subcontractors and consultants and other parties working on or living near its sites or activities. It requires strong leadership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

Dietsmann group safety indicators

Dietsmann's ambitious objectives for 2021 were to achieve a year without Fatality and with a TRIR (Total Recordable Incident Rate) < 0.60. These goals have been achieved.

In 2021 the number of man-hours increased as a result of fewer travel constraints and the start-up of two new major contracts in Romania and Russia. Not a single recordable incident was reported during the start-up and ramp-up phases of these two critical projects, which is an outstanding HSE Performance.

DIETSMANN GROUP SAFETY INDICATORS



Early in 2021, a HSE Pro-activity campaign was deployed across the Group in order to improve the pro-active anticipation and correction of hazardous situations and to reduce the likelihood of accidents and other undesirable HSE outcomes.

As one of the best ways of preventing an HSE event is to detect and correct anomalies as soon as they appear, a “Hazards hunt” was organized as a practical exercise to identify hazards and risks in different areas: offices, onshore, offshore and workshops.

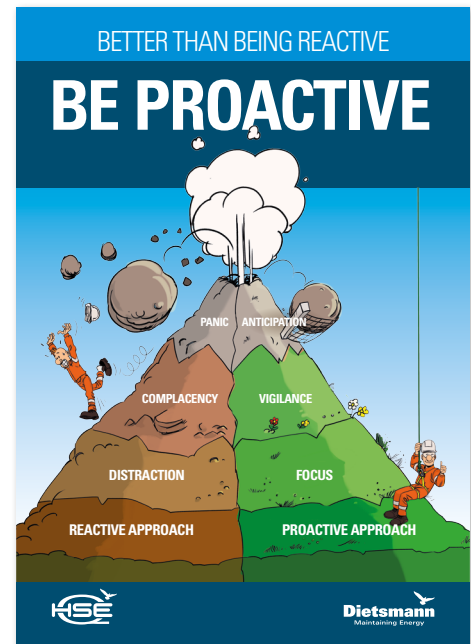
This campaign and the different HSE messages provided to the staff resulted in the number of anomalies and near misses reported rising to and almost pre COVID-19 level.

World day for Safety and Health at work

Since 2006 Dietsmann has celebrated the World Day for Safety and Health at work on 28 April. In 2021 this occasion was used to launch the annual HSE campaign related to “LINE OF FIRE”.

In addition to the initial presentation the three major categories of line of fire incidents were presented in separate training modules:

- Caught-in or between incidents: in July
- Struck-by incidents: in September
- Released energy incidents: in November





ETHICS

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 compliance and ethics programs are designed to assist the Company in preventing, detecting and responding to unethical or illegal conduct, and to promote an ethical and legally compliant business culture. To do this, compliance and ethics are integrated into every level of our company from the Board of Directors and CEO, to each individual employee.

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 organization 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 organization 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.

Zero investigation

Dietsmann has never been the subject of any investigation, legal proceedings or incident 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.

ORGANIZATION

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, Sustainability, 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.

TOOLS AND PROCESSES**Business Code of Conduct**

The Company's Business Code of Conduct serves as a guiding framework for ethical and legal business decisions.

- All Dietsmann employees receive copies of the Company policies and procedures that form part of the Business Code of Conduct.

Employees are expected to exercise sound judgment and to show fair and just behavior in their daily interactions with colleagues, customers, suppliers and other business associates.

Training

During 2021 a training course on the subject of corporate anti-corruption policies and procedures was organized.

- 100% of the Executive body and Shareholders have been trained.
- 100% of the Management has been trained.

Training of all other employees will be implemented in the near future.

Risk assessment / Risk matrix for identified business opportunities

- All new business opportunities are subjected to a risk analysis.

Risk assessment is carried out following a step-by-step procedure to identify risks in the following areas: Technical, Resources, H&S, Commercial, Contractual, Financial, and Compliance.

Due Diligence Questionnaire

- All new business partners are asked to complete a Due Diligence Questionnaire.

Dietsmann is committed to assessing its business partners' compliance and encouraging them to implement good practices to ensure that these third parties are aligned with the Dietsmann values.

Compliance with Import-Export controls, restrictions and sanctions related to money laundering

Dietsmann complies with all applicable anti-money laundering laws and regulations and never engages in business aimed at financing or supporting crime and terrorism.

CSR training

Dietsmann has finalized a general CSR training matrix covering 8 topics. This will give all the employees, whatever their position, a better understanding of why we all need to do our part and how we can all participate in this transition.

The training sessions will be deployed in 2022 until 2024.

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. When necessary corrective and/or improvement actions are implemented. The monitoring of customer satisfaction guaranties to clients:

- A continual improvement of the quality of proposed products and services
- Dietsmann's involvement in a long term quality approach
- Dietsmann's commitment to maintaining the focus on enhancing customer satisfaction



Anouschka Kütemann, Supervisory Board Member,
reflects on her initiatives taken these last years.

“3 YEARS, 3 PROJECTS”

AMENITIES DONATIONS – YOUNG DIETSMANN ACADEMY – THE GREEN MOVE

Q: How did these projects come to your attention? Why create them?

A: AMENITIES DONATIONS PROJECT

The first project I initiated was the Amenities Donations Project in 2019.

I wanted to create a simple project where all the employees could join in by giving various amenities items, sanitary products, pencils or other useful products to donate to local organizations. Donation boxes were installed in 15 countries and a contest was organized in which children of our employees could participate and the best drawing was chosen for the local donation box. Our project focuses on helping local communities in the countries in which we are located. It is an easy way for all of our colleagues to step up and join in, every small donation counts.



Donation from Dietsmann's employees in Monaco to an association which helps homeless people in Nice

A: YOUNG DIETSMANN ACADEMY

“Thinking out of the box”

In 2020 we launched the YDA: students from different backgrounds are integrated into our New Technologies department and work on different topics. The aim of this initiative is to attract young bright people into our company and integrate them into our support services, such as IT, Digitalization, Communication, HR and Engineering... We encourage young women and men to join and combine their new ideas and knowledge with our experienced employees. Dietsmann is looking forward to welcoming more international young students to energize the Group for this new year and the years to come.



A: THE GREEN MOVE

The Green Move working group is a whole new approach to the current challenges in sustainability. It is part of our YDA, which means it is carried by the younger generations and their fresh look on today's solutions. In collaboration with our HSEQ department the students try to combine the rise of new technologies with our need to implement more sustainable solutions throughout the world.



VI LOCAL CONTENT AND SOCIAL ACTIVITIES

LOCAL CONTENT

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.

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 more than 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 since 2017. 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.



VI 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.

ANGOLA

Angola Rescue – MUSA program support

Sonadiets participates in supporting the MUSA program of the “Angola Rescue” association which helps combat the malnutrition of children hospitalized at the David Bernardino Pediatric Hospital (HPDB).

A group of Sonadiets employees, together with volunteers from other organizations, regularly distribute soup to children.



Filippe Rodrigues (SBU Manager) during a delivery of meals to children in the Pediatric Hospital in Luanda

Orphanage Mae Madalena

Our colleagues visit an orphanage located in Cazenga and provided food, clothes and have shared a happiness moments with the children, the teachers and the Neighborhood coordinator.



GABON

On the 8th of March, to celebrate the International Women’s Day. All the women working for Dietsmann Congo gathered a day’s recreation. Activities have been organized and a lunch with a debate on women’s rights.



VI LOCAL CONTENT AND SOCIAL ACTIVITIES

NIGERIA

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



Following up the local initiative, taken by Anouschka Kütemann, a visit at the New Kuchingoro IDP Camp has been organized to distribute medicine and food.



MONACO

Keeping Dietsmann moving

For the last 10 years we have sponsored our employees who take part in Monaco's No Finish Line charity walk which takes place for one week in November. For every Dietsmann kilometre walked or run the Children and Future Foundation receives €1 to support its underprivileged children programmes. In 2021 our colleagues, whatever their position, were once again encouraged to take part and between them they managed to walk 3,776 km.



VI LOCAL CONTENT AND SOCIAL ACTIVITIES

COMMUNICATION

Greenbox

In order to involve all of its employees Dietsmann has launched a “greenbox” inviting all the employees in the Group to share their ideas and initiatives to reduce 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 improve our ecological impact.

Dietsmann Days

Being an International Company, we need to be able to communicate local HSEQ initiatives made in all of our countries to all of our employees. Therefore, we have multiple communication platforms, such as: Facebook, LinkedIn, Instagram and Intranet.

In 2021, we have posted on:

- **Social Networks** 37 posts
- **Intranet** 15 posts



VII ENVIRONMENTAL, SOCIAL & GOVERNANCE

OVERVIEW TABLE

CODES	SPECIFICATION	RESULT
ENVIRONMENTAL		
E01-01 (GRI 302-1, 302-2)	Energy consumption, total	3,563,786 kwh (*)
E02-01 (GRI 305-4)	GHG emissions (Scopes 1 & 2 - Partial Scope 3)	9,425 CO ₂ Equivalents in tons (*)
E05-01 (GRI 306-4)	Percentage of total waste which is recycled	25% Waste recycled / Total Waste
E30-05	Average fuel consumption of vehicles by type	13 in litres / 100 km
E33-01 (GRI 301-308)	Number of sites with ISO 14001 certification / number of total sites	5
E37-01	Average CO ₂ emission from vehicles	407 per km
SOCIAL		
S01-01 (GRI 401-1b)	Percentage of FTE leaving p.a./employee	13.6%€
S02-02	Average expenses on training per employee	123 (*)
S03-01	Age structure/distribution (employees per age group, 10-year intervals)	See page 18
S06-01 (GRI-414)	Percentage of total suppliers and supply chain partners screened for compliance in accordance with ESG-criteria	66%
S07-01	Percentage of total facilities certified according to ISO 9001 standard	66%
S07-03	Percentage of total facilities certified according to ISO 45001 standard	33%
S10-01 (GRI 102-8, 405-1)	Percentage of female employees in relation to total employees	7.6%
GOVERNANCE		
G02-01	Number of legal proceedings the Company is faced with on average	Minimal considering its size
V05-02	Average length of client relationship in years	23 years
V06-01	Percentage of total clients surveyed comprising satisfied customers	95%
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 29: "Code of Conduct"

(*) updated as of August 2022

VIII CORPORATE SOCIAL RESPONSIBILITY

OVERVIEW TABLE

SOCIAL		2021	2020
Total workforce		5,818	4,536
1	Africa	1,598	2,194
2	East Europe & Central Asia	3,408	1,752
3	West Europe	546	316
4	Middle East	250	269
5	Other	16	5
Workforce by job category position worldwide			
6	Administrative	403	399
7	Operational	5,154	3,870
8	Managerial	261	267
Employment			
9	New hires of national employees	2,838	840
10	New hires of expatriates	415	389
11	Outflow rate	13.6%	7.7%
Diversity			
12	Gender rate - all positions (women)	7.6%	9%
13	Average age	44	44
14	Percentage of employees over 55	16%	16%
15	Percentage of employees under 35	18%	19%
16	Number of nationalities represented in the Group	63	60
17	Rate of National employees (vs expatriates)	85%	82%
Training & career opportunities			
18	Total training days	4,900	4,350
19	Training expenses (in thousands of Euros)	680	402
Social dialogue & cohesion			
20	Percentage of employees covered by a collective bargaining agreement	100%	100%
21	Percentage of scheduled annual interviews (ICMS) carried out	73%	64%
22	Global rate of employees interviewed (ICMS)	50%	38%
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	5
25	Lost Time Injury Frequency Rate (LTIFR) per million man-hours worked	0.09	0.19
26	Total Recordable Incident Rate (TRIR) per million man-hours worked	0.26	0.29

VIII CORPORATE SOCIAL RESPONSIBILITY OVERVIEW TABLE

ETHICS		2021	2020
Anti-corruption			
27	Percentage of employees trained in ethics principles (Corporate Shared Responsibility Training)	80%	83%
Business partner screening			
28	Percentage of suppliers and subcontractors screened and followed-up (Global Compliance including Ethics)	62%	60%
LOCAL CONTENT			
Local purchases			
29	Percentage of local purchases (goods & services)	78%	75%
Local employment			
30	Number of key positions nationalized	8	8
31	Percentage of National employees in management positions	64%	66%
32	Percentage of training courses dedicated to national employees in total training provided	90%	92%
Local community initiatives			
33	Number of partnerships with schools and universities	11	9
34	Total amount dedicated to the socio-economic development of local communities	€ 33,828	€ 135,154
ENVIRONMENT			
Environmental protection			
35	Percentage of countries in which environment awareness raising campaigns were provided to employees	92%	90%
36	Percentage of permanent facilities (offices) for which an environmental risks assessment has been carried out	53%	50%
Carbon Dioxide Equivalents (CO₂e) in tons			
37	Road transport	4,079 (*)	1,478
38	Air travel	3,120	1,838
39	Energy consumption	1,446 (*)	1,039

(*) updated as of August 2022

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