

# Corporate Social Responsibility & Governance



Annual Report 2024

[www.dietsmann.com](http://www.dietsmann.com)

Smart maintenance solutions for continuous production plant

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# Introduction

## Message from the Chairman

At Dietsmann, our commitment to sustainable and responsible business practices has never been stronger. As we present our 2024 Corporate Social Responsibility (CSR) report, we reflect on the significant strides we have made over the past year in our journey towards environmental stewardship, social accountability, and ethical governance.

With nearly five decades of experience, Dietsmann has cultivated a robust corporate culture anchored in ethical governance, technological innovation, and sustainable practices. This report examines Dietsmann's current status as a multinational enterprise, and its commitment to corporate social responsibility (CSR) and dedication to community engagement. The report highlights how Dietsmann balances profitability with principled business conduct in the complex landscape of energy production.

Dietsmann's CSR framework is rooted in its Business Code of Conduct, which aligns with the United Nations Global Compact (UNGC) principles on human rights, labor standards, environmental stewardship, and anti-corruption. This 2024 Corporate Sustainability Report outlines a governance structure where compliance is centralized but implemented through regional business units, ensuring adherence to both international norms and local regulations. For instance, procurement policies mandate objective supplier selection criteria, avoiding exclusionary practices while maintaining transparency in bidding processes.



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A distinctive feature of Dietsmann's ethical framework is its dual focus on internal and external accountability. Internally, the HSEQ (Health, Safety, Environment, Quality) Culture Program mandates rigorous training for all employees, from operational staff to top management. Externally, the company publishes annual sustainability reports, fulfilling its duty of accountability to stakeholders and demonstrating progress toward UN Sustainable Development Goals.

Dietsmann's environmental strategy emphasizes reducing its carbon footprint through technological innovation and process optimization. The adoption of AI-powered predictive maintenance systems, such as those utilizing Taurob robots, has enabled prescriptive maintenance strategies that minimize equipment downtime while reducing energy waste. These technologies align with the company's goal of "greener footprint" operations, which seek to balance rising global energy demands with ecological responsibility.

Central to Dietsmann's maintenance innovations is its investment in human capital. The company's dynamic career management system includes cross-regional training programs that pair experienced technicians with new hires, ensuring knowledge transfer across generations. In Gabon, localized apprenticeship initiatives have created career pathways for young engineers, addressing skill gaps while fostering community ties.

Technological adoption is carefully balanced with workforce upskilling. When implementing AI diagnostics tools, Dietsmann conducts phased rollouts accompanied by hands-on workshops. This approach mitigates resistance to change while empowering employees to leverage new technologies effectively. The result is a hybrid workforce where human expertise guides algorithmic insights, maintaining Dietsmann's reputation for reliability in complex maintenance scenarios.

Community Engagement and Economic Empowerment Initiatives.

Dietsmann's community programs prioritize local economic development through entrepreneurship support and vocational training. In the Republic of Congo, the company partners with technical institutes to deliver certified courses in electrical and mechanical engineering, creating a pipeline of skilled workers for both Dietsmann and regional industries. Scholarship programs targeting women in STEM fields, particularly in North Africa, aim to redress gender imbalances in the energy sector while expanding the talent pool.

Microenterprise development forms another pillar of community engagement. By offering seed funding and mentorship to local suppliers, Dietsmann stimulates ancillary businesses ranging from safety equipment manufacturing to catering services. These initiatives not only diversify regional economies but also strengthen Dietsmann's supply chain resilience through localized procurement networks.

### Cultural Sensitivity and Stakeholder Collaboration

Operating across diverse cultural contexts requires nuanced stakeholder engagement strategies. Dietsmann's adherence to local customs is institutionalized through regional advisory boards comprising community leaders, NGOs, and government representatives. In the Caspian region, for instance, consultations with indigenous groups have shaped environmental mitigation plans for offshore projects, incorporating traditional ecological knowledge into biodiversity protection measures.

The company's multicultural workforce is both a reflection of and a tool for this cultural sensitivity. With teams comprising over 40 nationalities, Dietsmann leverages internal diversity to navigate cross-cultural business environments. Annual cultural competency training ensures that expatriate staff understand local norms, from negotiation styles in the Middle East to community decision-making processes in West Africa.

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Dietsmann's success stems from its ability to harmonize seemingly contradictory priorities; global standardization with local adaptation, technological advancement with human-centric values, and profit motives with ethical imperatives. As the energy sector faces unprecedented challenges from climate change and digital disruption, Dietsmann's commitment to "Maintainovation" positions it as a bridge between legacy infrastructure and sustainable futures.

Future trajectories will likely involve deeper integration of renewable energy projects into the service portfolio, leveraging existing expertise in asset maintenance for sustainable energy production installations. Additionally, expanding digital twin technologies could further enhance predictive capabilities, reducing the environmental impact of energy production. Through continued adherence to its core values of integrity, efficiency, and transparency, Dietsmann is poised to remain a vital player in the global energy ecosystem while setting benchmarks for responsible corporate citizenship.

This report highlights our key achievements, ongoing initiatives, and future ambitions in three pivotal areas: environmental sustainability, community engagement, and workforce development. We have made progress in reducing our carbon footprint, promoting diversity and inclusion within our workforce, and fostering partnerships with local communities to ensure mutual growth.

As we look forward to the future, we invite you to join us on this journey. Together, we can create a more sustainable, equitable, and resilient world. Thank you for your continued support and trust as we work towards these vital goals.

Welcome to the Dietsmann 2024 CSR Report.

**Peter Kutemann**

Chairman of the Board and Founder





# Transparency & Reporting

**This Report has been prepared following the guidance provided by:**

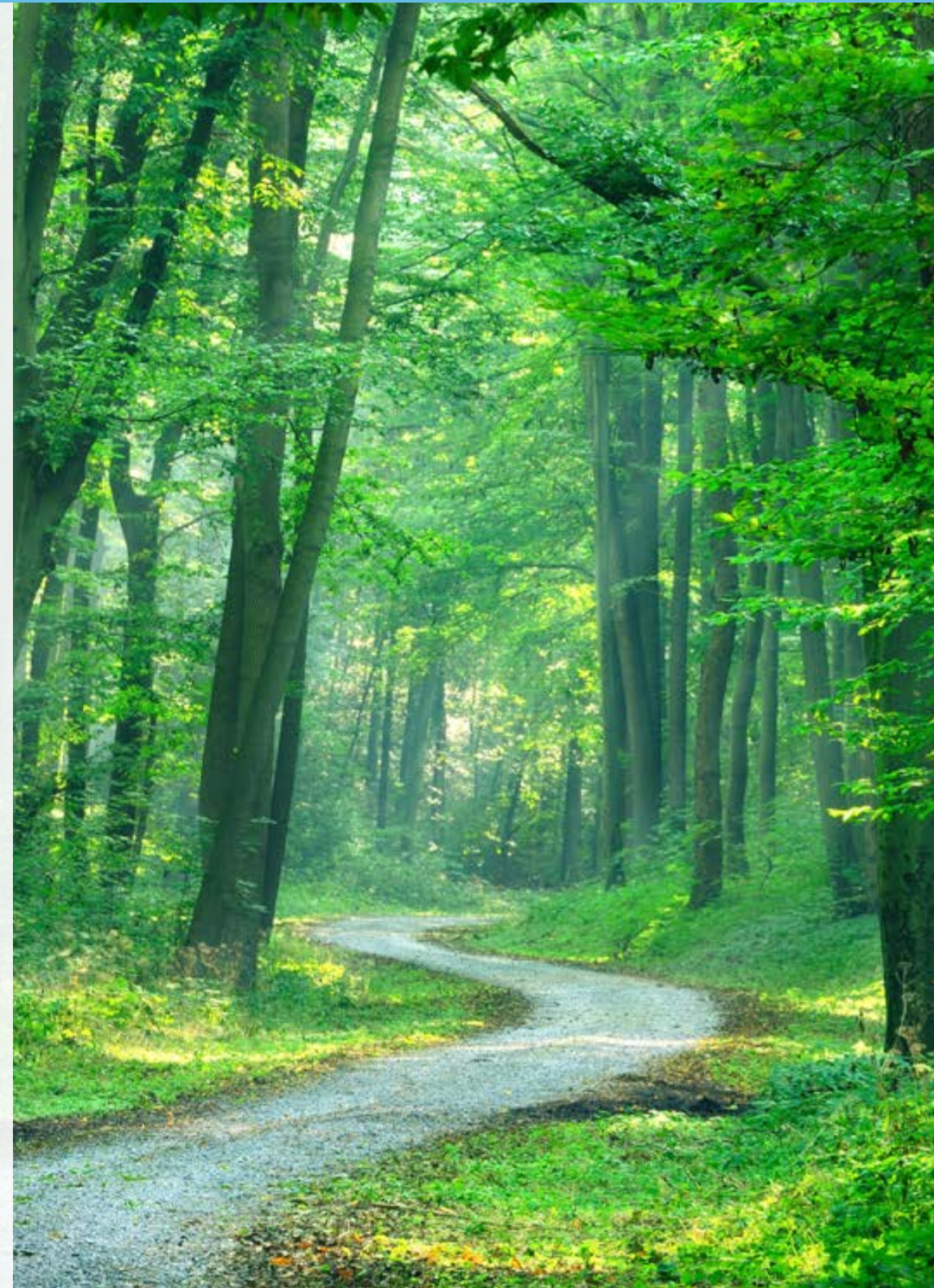
- The United Nations Global Compact (UNGC),
- The Global Reporting Initiative (GRI) standards,
- The guideline (version 3.0) of the European Federation of Financial Analysts Societies (EFFAS) for the key performance indicators for Environmental, Social & Governance Issues (ESG)
- The Corporate Sustainability Reporting Directive (CSRD) that will enter into force in 2027 for Dietsmann.

In preparing this voluntary report Dietsmann's aim has been to disclose, **as transparently as possible, its commitments, actions and areas of improvement towards sustainability.** This Report, therefore, covers significant social and environmental impacts associated with the Group's global operating activities. The data in this Report is as at 31 December 2024 unless stated otherwise. For the purpose of comparison, additional data related to the latest consecutive years is also provided.

**Data from all the Group's subsidiaries is collected, analyzed and consolidated in a due diligence process.** This means the 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 input from internal data collection, data management systems and external stakeholders.

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





# Key Figures



**13,715**

Days of training



**64**

% triple certification



**73**

Nationalities



**19**

Countries



**-32%**

in combined scope 1 & 2  
GHG emissions compared  
to the 2022 baseline



**3,789**

Employees



**327M€**

Group turnover



**20**

Clients



# Our Sustainable Journey

We began our sustainability journey **more than two decades ago** and, since the publishing of our first Corporate Social Responsibility (CSR) Report in 2012, we have **continuously implemented improvements and achieved significant progress**. Our commitment to a fairer, cleaner and more prosperous future keeps growing as the Company aims to be an active and exemplary actor in the energy transition.

**2004****2011****2022****2030**

## **2004 Dietsmann Business Code of Conduct**

Implementation of a Business Code of Conduct which serves as a guiding framework for ethical and legal business decisions. It is issued in all relevant languages and signed by all our employees.

## **2011 United Nations Global Compact adhesion**

Since the Company became a signatory to the United Nations Global Compact at the end of 2011 the Global Compact's principles in the areas of human rights, labor rights, environment and anti-corruption have been integrated into our business strategy, culture and daily operations.

## **2022 Net Zero Strategy implementation**

After monitoring its GHG emissions for several years, in 2022 Dietsmann decided to implement its Net Zero Strategy.

## **2030 Net Zero Scopes 1&2**

Dietsmann has drawn up an ambitious plan to reach net zero emissions by 2040. The goals and targets needed to build a strategic roadmap leading to this objective have been established.

## **2040 Dietsmann Net Zero**

The priority is to reduce all possible emissions before 2040 through decarbonization methods.



# Governance



# Message from the CEO

At Dietsmann, we recognize that our responsibility goes beyond operational excellence and extends to the positive and sustainable impact we have on the communities, economies, and environments in which we operate. As a leading maintenance and advance technology partner to our clients in the energy sector, our operations across Africa, Europe, and the Middle East bring both opportunities and responsibilities.

This report outlines our Corporate Social Responsibility (CSR) commitments, actions, and progress over the past year, reaffirming our role as a responsible and engaged corporate citizen.

## 1. Our CSR Vision and Governance

Our CSR strategy is embedded in our corporate values and is aligned with international standards, including the United Nations Sustainable Development Goals (SDGs). It is structured around three main pillars:

- People – Prioritizing health, safety, inclusion, and development.
- Planet – Promoting environmental stewardship and responsible operations.
- Partnership – Supporting local communities and fostering ethical business practices.

CSR oversight is integrated into our executive leadership, with direct reporting to the Board. Our Vice Presidents and Country Managers in Africa, Europe, and the Middle East are empowered to adapt and implement initiatives in line with local contexts and priorities.

## 2. People: A Commitment to Health, Safety, and Inclusion

### 2.1 Occupational Health & Safety (HSE)

Our safety-first culture remains a cornerstone of our operations. In 2024, we achieved a Total Recordable Incident Rate (TRIR) of 0.45 reflecting continued investment in training, audits, and safety leadership programs.

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#### Key initiatives:

- Deployment of digital safety tools for real-time reporting in high-risk areas.
- Behavioral safety programs adapted to local languages and practices.
- Mental health support and awareness campaigns in partnership with regional NGOs.

#### 2.2 Diversity, Equity, and Inclusion (DEI)

Across our sites, we employed over 68 nationalities, with local hiring rates reaching 67% in African operations. We continued to promote female participation in technical roles, particularly in North and West Africa, and introduced mentorship programs for young engineers from underrepresented backgrounds.

### 3. Planet: Environmental Responsibility in Action

As a company operating in the energy sector, we are acutely aware of our environmental footprint. Our efforts focus on operational efficiency, emissions reduction, and waste management.

#### Key actions in 2024:

- Reduced Scope 1 emissions by 31% since baseline through optimized fleet management and the replacement of refrigerant gas with lower environmental impact.
- Pilot projects in terms of energy-efficient technologies on client sites, including predictive maintenance solutions to prevent equipment failure and energy waste.
- Recycled over 24 tons of industrial waste through certified local partners, especially in Congo, Libya, France, Kuwait and Qatar operations.

### 4. Partnership: Empowering Communities and Local Economies

Our presence across diverse regions entails a deep commitment to local socio-economic development.

#### 4.1 Local Content Development

We prioritize the hiring, training, and promotion of local personnel. In Angola and Nigeria, over 75 % of our workforce is locally sourced, and we operate dedicated training centers that deliver over 4.855 hours of instruction annually.

#### 4.2 Community Engagement

In 2024, we partnered with local authorities and NGOs to support technical scholarship programs for vocational students in :

- Gabon : CSP et Lycée technique Jean Otando
- Congo : Institut ICAM école d'ingénieur, Fondation Don bosco I3P

#### 4.3 Ethics and Compliance

We maintain a zero-tolerance policy for corruption and unethical behavior. All employees and subcontractors undergo annual ethics training. Our grievance mechanisms have been strengthened with anonymous reporting tools, ensuring transparency across our supply chain.

### 5. Looking Ahead

In 2025, we aim to deepen our impact by:

- Expanding our CSR reporting framework with third-party assurance.
- Aligning our initiatives more explicitly with SDGs 1;3;4;5;7; 8; 9;10;12;13;14;15
- Launching a new 'CSR Lab' initiative to co-create community projects with local stakeholders.

We remain committed to creating long-term value for our clients, our people, and the societies we serve, guided by responsibility, resilience, and respect.

#### Cesare Canevese

Chief Executive Officer

# Ethics and Compliance

Understanding the importance of compliance is essential for fostering a workplace culture grounded in transparency, accountability, and ethical decision-making. Proactive measures are imperative for building ethical resilience and cultivating a workplace environment in which employees feel secure and confident.

**Compliance** is not merely a set of bureaucratic procedures; it is an integral aspect of **efficient organizational management** that delineates standards for internal controls and risk management. When these standards are enforced effectively they contribute towards increasing operating efficiency, minimizing errors and complications and ensuring the **realization of the Company's strategic goals**.

Compliance acts as a shield that protects the Company's image by demonstrating to stakeholders that it operates ethically and responsibly. Establishing **strong compliance** frameworks enables businesses to **mitigate reputational risks** and **earn the trust and loyalty of their stakeholders**.

To ensure we carry out our activities in a responsible way we implement a **zero tolerance policy for ethics violation**. Our monitoring is, therefore, focused mainly on the adoption of ethical standards aimed at **combating corruption, fraud and influence peddling**. We also insure the protection of personal data.

Compliance with all relevant legislation and regulations is monitored by the Legal and Compliance department and the internal and external auditors.

Our Business Code of Conduct and Ethics Policy provides the framework for our approach to responsibility in terms of management ethics, integrity and legal compliance as well as our responsibilities towards and amongst our employees, society and the environment.



## Rob Lindner

Chief Legal Officer

*In the dynamic world of business, compliance serves as the cornerstone of sustainable success. By adhering to ethical practices, promoting transparency, and upholding accountability, companies can build and maintain trust - a critical asset in today's interconnected economy.*

*At its core, compliance is about more than just meeting legal obligations. It's a proactive approach to identifying risks and crafting strategies to address them effectively. Robust compliance measures empower businesses to navigate challenges, safeguard their reputation, and foster resilience in an unpredictable environment.*

*At Dietsmann, we prioritize compliance as a key component of our operational strategy. Our commitment extends beyond regulatory adherence; we actively combat risks such as fraud, money laundering, and other financial crimes. These efforts not only protect our operations from disruption but also reinforce our dedication to ethical and secure business practices.*

*This is our vision of compliance: a catalyst for success and a shield against risk in the ever-evolving business landscape!*



# Ethics and Compliance

## Highlights

We have never been the subject of any investigation, legal proceedings or incident involving pollution, Human Rights, Labor Rights or Ethics.

### Economic sanctions, trade controls, anti-money laundering

We **comply with all applicable anti-money laundering laws and regulations** and never engage in business aimed at financing or supporting crime or terrorism. **Every transaction** that may pose a risk is subjected to stringent **pre-approval requirements** and **due diligence**, the result of which determines whether the transaction can proceed or whether it can only proceed subject to additional safeguards.

### Anti-bribery and corruption

We **prohibit all types of corrupt practices**. Our documentation contains rules and procedures designed to prevent corruption. Improper payments related to any and every transaction, whether that transaction is with a government official or a private party, are prohibited. All our employees receive copies of the Company policies and procedures that form part of the Business Code of Conduct and are required to read, understand and follow them. **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.

### Procedures & Internal controls

We implement a **grievance mechanism** (Whistle-blower process) to encourage employees to report any violation of our policies and to ensure the **effectiveness of our global ethics and compliance programs**.

We have implemented **internal controls and accounting processes** designed to detect and prevent violation of Company policies relating to improper payment and to **ensure accurate books and records**.

All new **business partners** are asked to complete a **Due Diligence Questionnaire** so their values can be assessed and to ensure business partners **abide by all applicable anti-corruption laws and regulations**. This Due Diligence protects the Group companies from being involved in transactions with entities or individuals included in an economic sanctions list and/or trade control list.

### Training

Every employee likely to interact with government officials (i.e. senior management) received focused **anti-corruption training** in 2021.

## Looking forward

100% of the staff will be trained in anti corruption by the end of 2025

# Commitments

Participation in various international initiatives allows us to share knowledge with other proactive actors in different sectors and identify potential synergies that could **drive positive impacts**.

## United Nations Global Compact

In 2021, after a decade of involvement with the United Nations Global Compact project, we decided to upgrade our membership to the participant level. In addition, to report our results and identify areas of improvements and best practices that could be implemented we regularly participate in webinars and programs launched by local networks.



## Monaco's National Energy Transition Pact

As a member of Monaco's National Energy Transition Pact (PNTE) we are committed to reducing our greenhouse gas emissions within the Principality. Towards this end we have established a strategy around the three main energy transition axes: Mobility, Waste and Energy management.



## OGCI

In March 2022 the Oil and Gas Climate Initiative, a consortium led by the CEOs of major energy companies from around the world, launched the « Aim for Zero Methane Emissions Initiative ». This initiative enables them to work together to reduce the warming impact of operational methane emissions.



## SDGs

In parallel, in 2016 we decided to follow the Sustainable Development Goals published by the UN the previous year. We decided to start by focusing on 12 of the 17 Goals.



As a leader in the field of maintenance in this sector we support this initiative and are contributing our operating site expertise to help towards achieving its ambitious goal.

The SDGs are revised on a regular basis.



# Innovation Advanced Technology



*In 2024 we have taken important steps towards consolidating our technology offering. By implementing a customized state-of-the-art battery solution in our Taurob Inspector and Gasfinder robots we have managed to dramatically increase the autonomy of these units, thereby increasing their effectiveness. Together with this, in 2024, we rolled out a new design of the docking station for the robots, significantly reducing its weight and footprint, whilst maintaining ATEX requirements. We expect that these innovations will accelerate the adoption of our robotic solutions in the Energy industry, therefore we look forward to an increase in the deployment of our robots for 2025.*

*Furthermore, during 2024, we've made exciting advances in the implementation of Artificial Intelligence, both for internal business processes as well as for predicting the behavior of equipment and machinery. We believe this technology has reached a level of maturity such that it can be consistently incorporated into our service offering,*

*complementing the experience and know-how of Dietsmann and paving the way towards adoption of prescriptive maintenance in our activity.*

*We see technology as a tool on the path to increased productivity, but equally as a means of achieving a lower carbon footprint of our business. Through the use of robotics, predictive analytics and digital twins, we view technology as an enabler of better planning, better monitoring and, ultimately, better management of physical assets. This translates into more uptime, less frequent mobilization of crews on remote locations – particularly offshore – therefore less emissions associated with our work.*

**Ionut Enescu**

Vice President Technology





# Robotics



## Highlights

- Long-term deployment of Inspector Robots offshore

With the development of the Taurob Inspector and Taurob Gasfinder robots we offer state-of-the-art, ATEX-certified equipment for automated facility inspections. These robots are capable of capturing video data, detecting gas leaks and conducting thermographic analyses.



### Artificial Intelligence

Convert raw data into actionable insights through the expertise of our maintenance specialists and the use of AI-powered tools.

## Looking forward

- Roll-out of autonomy-related improvements to the Inspector robot
- Market launch of the Operator robot

# Social





*In 2024, we reaffirmed our commitment to Corporate Social Responsibility, prioritizing the well-being of our employees and fostering a safe, inclusive and ethical work environment amidst the ongoing transformations that are reshaping the world of work. As a company operating in high-stakes sectors like offshore installation and energy infrastructure, we recognize that the well-being, adaptability and professional growth of our workforce is essential for our success and resilience.*

*Its people are Dietsmann's greatest asset and retaining talent is a key priority. To achieve this, we are aligning our human resources initiatives with our sustainability goals by focusing on continuous development and lifelong learning and by ensuring that 100% of our employees earn a living wage. By prioritizing a living wage, we are not just meeting compensation needs, we are also investing in a more equitable future in which hard work is rewarded, families thrive, and businesses grow alongside their employees.*

*In addition to these efforts, we are reinforcing our commitment to ethical practices and human rights by engaging in initiatives such as the UNGC's Business & Human Rights Accelerator Program.*

*In today's fast-moving world, reaching the above targets can be better realized by applying digital technologies and artificial intelligence (AI). These innovations offer employees opportunities to maximize their potential by focusing on more strategic tasks. Ultimately, this boosts individual productivity and refines the Company's strategic decision-making. However, we recognize that the successful integration of AI must be approached with careful consideration of ethical concerns and data quality, and the provision of the HR Team training needed to ensure effective collaboration with AI systems.*

*By balancing technological advancements with our core values, we aim to foster a work environment in which both our people and our business can thrive.*

**Roberto Oirav**

Group Human Resources Director



# Attract and retain the best talents



## Highlights

- Our Young Graduates Integration Program through the VIE, « Volontariat International en Entreprise », has continued successfully, and in 2024, welcomed additional talents: three in the Republic of Congo and two in Angola. Three more talents will join our teams in Gabon, the Republic of Congo and Angola in 2025.
- In 2024, one of our talents was promoted to Contractor Site Representative after completing two years of VIE in Angola. This is a perfect illustration of how the VIE program serves as a springboard for young talents, by enabling them to take on responsibilities quickly, while allowing the Company to identify potential leaders and support their professional development.

At the end of 2024, our total workforce decreased to 3,789 employees (end of 2023: 4,587). This reduction was due primarily to a significant change in operations: since the ending of a major contract, nearly 1,000 employees at several sites of our Romanian subsidiary have been hired directly by the client. Despite this adjustment, our talent retention performance has remained strong.

In 2024, the turnover rate was around 6%. This reflects a high level of employee engagement and satisfaction. This rate is particularly commendable considering the competitive landscape in our sector and regions.

The fact that 31% of our workforce has been with the Company for over 10 years and 4.6% for more than 20 years is a further indication of the strong loyalty and long-term commitment among our employees.

## Key Figures

**93.9%**  
Retention Rate

**31%**  
Of our employees  
have over 10 years  
of seniority

**32**  
Promotions and  
mobilities among  
expatriate personnel





# Attract and retain the best talents



## Retain and motivate national staff: a promising experience

As part of the development of **our national staff exchange program**, and following a year of successful implementation, we are proud to confirm the positive outcomes of this initiative. Employees Rick Bongotto from Gabon and Alexandre Capita from Angola have expressed high levels of satisfaction with their challenges and are continuing to enhance their skills in their host countries.

Rick and Alexandre are not only strengthening their team management experience but also acquiring additional competencies, such as structured reporting and language skills. This program has proven to be an enriching experience that benefits both the employees and the Company.

By investing in our internal talent, we foster professional growth and create a more dynamic, motivated workforce.

The success of the program to date is exciting and has led to us offering the opportunity to other employees thus further enriching our talent pool and reinforcing the Group's commitment to development and innovation.

## Upgrading the Career Management Application

At Dietsmann, we recognize the value of continuous dialogue with our employees as a cornerstone of talent retention and organizational growth. To enhance this, we are upgrading our current Integrated Competence Management System (ICMS) to the more advanced platform.

This new system places a stronger emphasis on **evaluating five competencies required for each position**. It will enable a more strategic approach to competency development, HR and skills management, the creation of tailored development plans, and an optimized consideration of employees' mobility and career aspirations. Our aim with this transformation is to foster a culture that nurtures talent and retains the best professionals within our organization.

In addition to annual performance reviews, the application will integrate **event-based interviews**, such as onboarding assessments, mandatory job interviews (France), post-absence reviews, wellbeing or engagement surveys and incident debriefs. These additions will allow for deeper insights into employee needs and enhance our ability to respond proactively.

The roadmap for this transition begins in 2025 with the internal development of the interface. Annual performance reviews for a pilot group is scheduled to be launched by the end of the 2025 and the roll-out across all Dietsmann subsidiaries is scheduled for 2026.

Looking ahead, the platform is being designed with future advancements in AI in mind thus paving the way for potential AI-driven enhancements in talent and competency management.

This initiative reflects our commitment to empowering our employees, aligning their growth with organizational objectives and securing Dietsmann's position as an employer of choice in our industry.

# Attract and retain the best talents

## Attracting top talent through local partnerships and social commitment

In a rapidly-evolving job market attracting the best talent requires more than just competitive offers, it also demands a genuine commitment to social responsibility and local engagement. At Dietsmann we believe in creating opportunities that not only enhance our business but also uplift the communities in which we operate.

In the Republic of Congo, for example, to diversify our recruitment sources we have established strong partnerships with local institutions. We are active participants in corporate forums aimed at introducing students to our industries, helping them discover career opportunities and identifying top talent for our clients. These initiatives not only enhance our visibility but also strengthen our talent sourcing strategy.

Every year we welcome and train multiple interns and ensure they have the support they need to thrive by covering their expenses. We also collaborate closely with industrial maintenance education centers, particularly those benefiting residents of isolated areas far from major cities. As part of this collaboration, in 2024 we reviewed 100 CVs, carried out assessment tests and trained 16 selected candidates in various fields including electricity, mechanics, instrumentation and HVAC. The Company covers tuition fees, pays allowances and ensures access to health insurance throughout training. This socially-inclusive approach reflects our dedication to building a skilled and diverse workforce while supporting the local community.

By empowering the next generation of professionals we are not only securing the best talent but also contributing towards the sustainable development of the region.



*Companies' Forum Ucac-Icam  
Pointe Noire Campus - March 2024*

*Employment Forum - Unicongo  
June 2024*



## Looking forward

- Enhancing Career Management within the Company through HR tools development : skills assessments, career planning, mobility and employee engagement
- Fostering Inter-Subsidiary Collaborations through the Employee Exchange Program
- Design and lead interactive workshops on diverse HR topics to enhance the skills of our local HR



# Attract and retain the best talents

Celebrating 35 years of dedication and growth, Désiré Akendengue Mbourou, Chief Accountant at Dietsmann Gabon, shares his inspiring journey and highlights the Company's commitment to talent retention and professional development.

## **Can you briefly describe your journey at Dietsmann?**

*I started at Dietsmann on 1 July 1989, fresh out of accounting school. I was initially hired as a temporary replacement, but I was retained permanently. Over the years, I have progressed from Junior Accountant to Chief Accountant, a role I am proud to hold today.*

## **What makes you proud to work at Dietsmann?**

*I am proud of Dietsmann's reputation, expertise and commitment to employee development through training and social initiatives.*

## **What major transformations have you witnessed in the Company?**

*Dietsmann has embraced globalization and digitization. Innovations such as digital purchase order systems and streamlined invoice processing have modernized our tools and optimized workflows.*

## **How do you view Dietsmann's commitment to social responsibility?**

*Dietsmann's ESG policy is a testament to its dedication to sustainability. The Company continues to innovate and support local communities while reducing waste.*

## **How has Dietsmann supported your growth?**

*Dietsmann has offered me numerous training opportunities, both locally and internationally.*

## **If you had to summarize your 35 years at Dietsmann in one sentence, what would it be?**

*Dietsmann has given me so much on multiple levels, and I am deeply grateful.*

## **Do you have a message for colleagues and future generations of employees?**

*Work diligently, never postpone tasks and strive to leave a meaningful legacy through your daily efforts.*

**Désiré Akendengue Mbourou**  
Chief Accountant at Dietsmann Gabon



# Promoting equity, diversity and inclusion



## Highlights

- WEP signatory since 2023, cementing our commitment
- Launch of an HR webinar created for all employees involved in the hiring process to promote equitable recruitment, a first session has been conducted with HR teams in the Republic of Congo, Gabon, France and Monaco
- Raising awareness and fostering engagement on these topics through communication efforts and concrete actions across the Group

## Managing diversity

Whenever possible the Company promotes national employment. As a result, the Company is continuously increasing the diversity of its employees. A total of 73 different nationalities were represented in 2024.

The overall percentage of women (all positions) at Dietsmann remains low (8%), in part due to the lack of adequate candidates for operational positions. However, gender equity is effective in administrative and management positions.

## 73 Nationalities

15 most represented nationalities

Nationality	Number
Congolese	789
Indian	543
Angolan	363
French	346
Nigerian	258
Gabonese	236
Romanian	212
Libyan	137
Italian	123
Kazakh	107
Filipino	94
Egyptian	60
Tunisian	60
Algerian	53
South Sudanese	51
Other	357
<b>Total</b>	<b>3789 (end of 2024)</b>

## Dietsmann people at a glance



**5300+ employees managed in 2024**



**73 nationalities**



**37% women in administration and management positions**



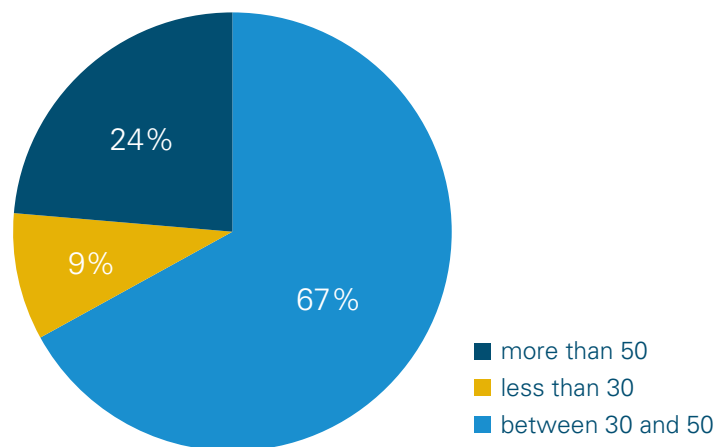
**66% of national contracts**



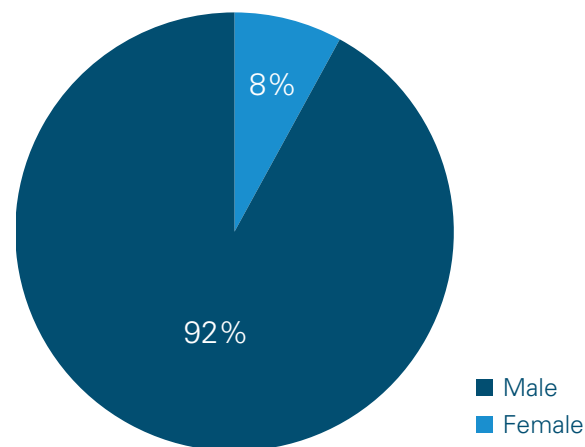
# Promoting equity, diversity and inclusion



## Age Categories



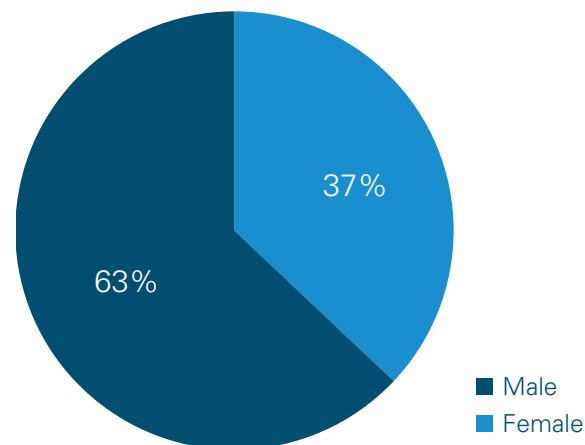
## Gender all positions



## Hires by profile and gender

Gender	F	M	F	M
2023	94	622	6	303
2024	104	453	8	427
Profile	National		Expatriate	

## Gender in administration and management positions



# Promoting equity, diversity and inclusion

## Raising awareness

In 2024 our company reaffirmed its commitment to fostering an inclusive workplace and promoting equal opportunities through targeted awareness and education initiatives. As part of this effort we celebrated the **International Day of Persons with Disabilities** which showcases the importance of inclusion and the unique contributions of individuals with disabilities.

We also launched a specialized webinar on **inclusive recruitment practices**, led by Florie-Anne Benichou, our Group Recruitment Manager. This training provided our recruiters and contract managers with essential insights into the Group's commitments and actionable strategies, including crafting inclusive job postings, diversifying sourcing methods, addressing unconscious biases, validating skills objectively and fostering effective integration processes. To build on this success, in 2025 we plan to extend this training to all individuals involved in recruitment processes across the organization. This will ensure our workforce continues to reflect and embrace diversity.



## Celebrating together

Religion profoundly shapes the way of life in the diverse countries in which Dietsmann operates. While faith remains a personal matter its influence on local cultures and societal interactions cannot be ignored. In today's world, marked by increasing cultural and religious tensions, we recognize our responsibility to create **an environment in which every individual feels welcomed, valued and respected**. With a presence across multiple nations we actively nurture a culture of inclusivity that celebrates diversity. This commitment is deeply rooted in Dietsmann's Business Code of Conduct, which upholds respect for all people by rejecting any form of discrimination.

As part of our ongoing efforts to embrace cultural and religious diversity our Qatar Human Resources Coordinator shared inspiring examples of the cultural and religious events organized in 2024.

Such initiatives reflect our belief that diversity is not only a strength but also a cornerstone of sustainable growth and harmony within the Dietsmann family.



### End of Ramadan Celebration

*Our colleagues in Qatar welcomed the final week of Ramadan with a group Iftar celebration together with their families. Ramadan is the month of fasting, but it is also about community and coming together to share the experience and support each other.*



# Promoting equity, diversity and inclusion

*As we have team members from diverse nationalities, cultures and religions, we strive to embrace their cultural and religious celebrations to ensure engagement and foster a positive office environment.*

*In 2024 we organized two key events:*

## **Iftar Gathering During Ramadan**

*The warm and inclusive employee Iftar gathering we hosted at an open-air location in MIA Park fostered a sense of community and togetherness among the team. It provided an excellent opportunity for team-building outside the office, with everyone contributing towards the event's organization. The food was prepared by the staff and the presence of their families and children further enriched the experience, enhancing team spirit and wellness efforts.*

*Mrs. Nafna Rahman, Instrument Engineer: "I thoroughly enjoyed celebrating the Ramadan Iftar with all the members of the Dietsmann family in Qatar. The gathering was truly special and the outdoor atmosphere added an extra charm to the event. It was a memorable and heartwarming experience."*

## **Onam Festival Lunch**

*To celebrate the cultural richness of the Onam festival we organized a traditional lunch that brought employees together to enjoy the festivities. This event strengthened bonds among the team and highlighted our commitment to cultural inclusion and respect.*

*Mr. MD Akib Iqbal, Mechanical Engineer: "Obviously it is great for the team members to know each other's culture and I feel mentally relaxed and friendly with everyone. It has a positive impact on every individual and keeps them motivated towards work."*

*These events created a strong sense of belonging and camaraderie among employees, promoting emotional connection and reducing stress. They contributed towards a positive workplace culture and had a lasting impact on both individual satisfaction and team dynamics.*

## **Mohamed Salem**

HR & Administration Coordinator, Qatar



# Promoting equity, diversity and inclusion

## Portraits of Women: Relive the event



### Women World Day Celebration

It's not just about conquering challenges but also about embracing diversity and fostering an inclusive environment.

The dynamic contributions of our female colleagues have not only propelled our Company forward but have also enriched our workplace with creativity, innovation and a collaborative spirit.



### Breast Cancer awareness

As part of our commitment to promoting health and well-being we organized a breast cancer awareness campaign within the Company. This initiative aims to emphasize the importance of prevention and early detection and foster a culture of care and support across our organization.

At Head Office we had the opportunity to benefit from an original and valuable way of raising awareness presented by Doctors from the Princess Grace Hospital of Monaco using a woman's bust.

## Looking forward

- Inclusive recruitment webinars for all individuals involved in recruitment processes
- Organization of talks on the theme of gender discrimination at multiple sites



# Develop employee skills

## Highlights

- 11 attendees at the Key Management Path (KMP) 2024 more than half of whom have already benefited from a promotion
- Development of online learning benefiting more employees

## Highlighting insights from our High-Potential Management Program

The Key Management Path program (KMP) continues to serve as a cornerstone of the development of high-potential management talents within our Group. Participants selected for their exceptional leadership potential and strategic vision, like Estelle, Mihai, Mohamed and Florent, have shared valuable feedback that underscores the program's transformative impact on their careers and perspectives.



Their reflections, along with others from the program, illustrate the meaningful strides we are making in nurturing the next generation of leaders who will shape the future of our organization. This immersive training experience has not only prepared our candidates for the rigors of real-world scenarios but has also set a precedent for the Company's future trajectory. By investing in high-level, intensive training for our most promising talents we are charting a course towards sustained excellence at Dietsmann.

### **Estelle Rambaud (Operations and Maintenance Tendering Manager):**

*"The KMP has given me the tools and confidence to tackle complex challenges with a broader, more innovative mindset."*

### **Mihai Plopeanu (Group Tendering Director):**

*"This program was a unique opportunity to connect with inspiring leaders across the Company, exchange valuable experiences and broaden my perspective."*

### **Mohamed Salem (HR and Administration Coordinator Qatar):**

*"KMP offered valuable insights and practical tools that enhanced my ability to lead with clarity and foster collaboration across teams in a dynamic environment"*

### **Florent Neid (SBU Manager Angola):**

*"The training was a true eye-opener, equipping me with actionable insights that I've already started applying to drive impactful results."*

# Develop employee skills

## Modernization of the SEPAM training program

Our aim is to offer distance learning technical training while retaining practical experience.

We are proud to announce the modernization of our **SEPAM training program (Safety Relays for High Voltage Switchgear)**. To better accommodate diverse learning needs and preferences, the program, which previously was only offered in a 3-day on-premises format, has been redesigned as a blended training program.

This innovative approach that combines **autonomous online courses with interactive virtual classroom sessions**, delivers both flexibility and personalized guidance.

- **Autonomous Learning:** Participants can study theoretical concepts and practical examples at their own pace using engaging online modules that include videos, simulations and assessments, and also prepare some exercises (SEPAM program)
- **Virtual Classroom:** Participants then join live, instructor-led sessions during which they can ask questions, engage in discussions and carry out real-time problem-solving exercises.
- **The Practical Component:** The Cornerstone of SEPAM Training Hands-on practice remains at the heart of this program. Participants have a unique opportunity to connect remotely to a local PC linked to the SEPAM relay system. Then, from the comfort of their home, they can perform essential operations - such as program loading and modification, alarm reading and diagnostics - just as if they were physically present in the training center.



To enhance the remote experience the training environment is equipped with four cameras that provide real-time views of the key elements.

Participants remain in direct communication with our expert instructor who provides guidance and answers questions in real time.

By leveraging this cutting-edge approach the SEPAM blended training ensures participants acquire the critical hands-on skills and theoretical knowledge required to excel in high-voltage safety operations. And all while benefiting from enhanced accessibility and convenience.

## Key Figures

**26,576**  
Connections to  
iLearn Platform

**13,715**  
Days of training

**1,106k€**  
Total training costs





# Develop employee skills

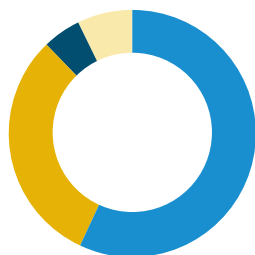
## The importance of development training

In an ever-evolving professional landscape, relying solely on mandatory training for skill maintenance is no longer sufficient. While these training courses are essential for ensuring regulatory compliance and safety, they do not always enable employees to develop new expertise, advance in their careers, or meet emerging market challenges.

Dietsmann's ambition is therefore to combine maintenance and development training: by fostering continuous learning, we prepare our teams for technological change, boost their performance and engagement, and thus ensure the company's agility, innovation, and long-term resilience.



**88% of our training are dedicated for our technicians' operators and technicians' experts**



**Training Days by OPL**

- Technician expert : 7.825 (57%)
- Technician operator : 4.225 (31%)
- Trade supervisor : 725 (5%)
- Others : 7%



## Developing skills for the future with TACT, Technical Assessment and Campaign Training

In a constantly evolving professional environment, ensuring that every employee possesses the necessary knowledge and skills to perform their tasks efficiently is essential. With this in mind, we have developed a new TACT management interface. This innovative tool is designed to assess and track our employees' skill development.

### Continuous and personalized evaluation

Our application is based on knowledge and skills assessment questionnaires that enable a precise evaluation of each employee's competencies according to their role requirements. An interactive and intuitive approach enables users to test their knowledge, identify areas for improvement and progress at their own pace.

### Real-time monitoring and advanced analytics

The tool provides a dynamic dashboard, accessible via a web platform, offering:

- Daily tracking of individual and team assessments and progress
- Clear visualization of competency levels by domain
- Performance indicators and trends via Power BI for in-depth analysis

### Enhanced decision-making

With the collected data managers can:

- Identify strengths and areas for improvement within their teams
- Adjust training plans based on real needs
- Effectively manage skill development and ensure an optimal level of expertise

With this new interface we are equipping our subsidiary managers with a powerful and modern tool that ensures operational excellence while delivering a smooth and engaging user experience.

# Develop employee skills

## Dietsmann Qualification College: Ensuring safe working on solar installations

As the renewable energy sector expands, ensuring worker safety on photovoltaic (PV) installations is crucial. To address the specific risks associated with solar systems we are introducing a new **Photovoltaic Authorization** designed to equip professionals with essential safety skills.

### Why this authorization?

PV systems generate continuous electricity so pose unique risks even when disconnected. This training ensures workers can work safely by mastering best-practices in installation, maintenance and troubleshooting.

### Key objectives:

- Identify electrical hazards in solar installations.
- Apply safe work procedures, including voltage verification.
- Use appropriate protective equipment.
- Comply with relevant electrical safety standards.

Participants will receive practical training in risk analysis, safety procedures and regulatory compliance. Upon completion of the course they will be awarded the Photovoltaic Authorization and BP electrical certificate which validates their ability to work safely in the renewable energy sector.

Dietsmann Qualification College (DQC) contributes towards enhancing electrical safety in the photovoltaic sector. Ensuring that professionals are well-prepared to manage the specific risks of solar installations contributes towards ensuring a safer and more skilled workforce in a rapidly evolving industry.



## Looking forward

- Deployment of technical modules on I-Learn
- Update of the TACT (Technical Assessment and Campaign training) to better map and assess employees' skills
- Development of a Training Program on Photovoltaics



# Protecting human and labor rights



## Highlights

- Dietsmann is committed to respecting internationally-recognized Human Rights standards, wherever the Company operates, in conformance with the 10 United Nations Global Compact (UNGC) principles based on The Universal Declaration of Human Rights, The International Labor Organization's Declaration on Fundamental Principles and Rights at Work.
- The Dietsmann Business Code of Conduct states our core values, is available in nine languages and must be acknowledged and signed by every Group employee.
- In 2024 we took part in the « Living wage deep dive series by UNGC Academy » to strengthen our approach and shape our 2025 commitment on this important issue.

## Key figures

**100%**

of employees covered by a collective agreement

**100%**

of employees earn a minimum legal wage

**0**

proven cases of discrimination

## Embarking on a fair living wage journey

As living wages are an essential component of reducing inequality and achieving the SDGs, one of the Group's **key objectives** in its search for coherence and sustainability in the coming years is the payment of a **living wage**.

In general terms a living wage is the minimum income necessary for a worker and their family to meet basic needs, including some discretionary income. In many cases a living wage is considered to be higher than the minimum wage set by national laws.

We recognize the importance of promoting **decent work for all**. This includes measures of progress to ensure equal pay between men and women for work of equal value, as well as wage protection practices that guarantee wages are paid in a predictable, timely, full, and transparent manner.

Among other fundamental principles, the human rights to freedom of association, collective bargaining and non-discrimination are key drivers in supporting the provision of a living wage. This, in turn, contributes towards the fulfillment of essential human rights, including access to food, water, health, adequate housing, education, family life and fair working hours. Dietsmann empowers employees by respecting and supporting their right to freely choose to form, join, or not join a labor union (or any other representative organization) and to engage in collective bargaining.

# Protecting human and labor rights

## Living Wages Right to:

### Work and decent conditions

Work, family life, freedom of association and collective bargaining, fair working conditions, and reasonable working hours



### Adequate standard of living

Access to income sufficient for a decent and secure life, including energy and housing



### Food and nutrition

Availability and access to safe, sufficient and nutritious food



### Health and life

Access to healthcare, well-being, and the right to live in dignity



### Education and child protection

Quality education and protection of children's rights



### Equal treatment and inclusion

Equal protection under the law and freedom from discrimination



### Clean water and sanitation

Safe drinking water, sanitation, and hygiene services



### Protection of minorities

Respect and inclusion of minority groups in all aspects of life



### Safe and affordable housing

Adequate housing within safe and sustainable communities



# Protecting human and labor rights

## Promoting collective bargaining and freedom of association

At Dietsmann we believe fostering open dialogue and collaborative initiatives is essential to building a sustainable future. At all our operations we strive to create equitable workplaces in which employees can thrive and through which local communities can benefit. We recognize that respecting the right to collective bargaining and freedom of association is fundamental to promoting fair and just working conditions. We work closely with employees, unions and community representatives to ensure that their voices are heard and that their needs are addressed in a transparent and constructive manner.

In Nigeria NetcoDietsmann exemplifies these values through its proactive engagement with both employees and host communities. The testimony of our HR Manager in Nigeria highlights how our corporate responsibility initiatives translate into meaningful actions, particularly in the areas of human rights, community development and sustainable employment practices.



**It is estimated that, at this moment, around one third of the world's workers are earning less than is necessary for a decent standard of living.**

Source: UNGC



## Looking forward

- Participation in the Business & Human Rights Accelerator Program UNGC
- Commitment to the UNGC Forward Faster: Ensure that by 2030 100% of employees across the organization are earning a living wage
- Communication and training on human and labor rights issues



# Protecting human and labor rights

*Corporate Social Responsibility is central to our operations and fosters both equitable workplace practices and meaningful community engagement. We have established Memorandums of Understanding (MOUs) with our host communities. They are renewed every four years through a negotiation process with community representatives, promote fair engagement and let us to track and support community development.*

*A key aspect of our community engagement is providing employment opportunities. We ensure that at least 50% of our employment slots are filled by individuals from host communities. We also fund skill acquisition programs through reputable technical institutions in Nigeria so that local youths are equipped with valuable technical skills that lead to gainful employment.*

*In Okpai, Delta State, where we manage an operations and maintenance contract for the IPP Power Plant, we have undertaken several community projects. To increase educational access for the community's youth, between 2023 and 2024 we commissioned the construction of two modern classroom blocks for the local secondary school. Recognizing the impact of recurring flooding in the area we have also provided annual relief packages, including food and essential items, to support affected residents.*

*Our employees actively participate in three major labor unions in Nigeria's Oil, Gas and Energy sectors: PENGASSAN (Petroleum and Natural Gas Senior Staff Association of Nigeria), NUPENG (Nigerian Union of Petroleum and Natural Gas Workers), and NUÉE (National Union of Electricity Employees). Navigating negotiations with these unions is a complex but essential process. The Collective Bargaining Agreement, renewed every two years, allows us to address employee welfare and ensure fair working conditions. Navigating the negotiation process with unions presents challenges, particularly regarding workers' welfare demands such as allowances, health benefits and wage increments. However, open and fair discussions have enabled us to achieve employee growth within a sustainable working environment.*

*Our achievements are the result of collaboration and mutual understanding between our management, employees and host communities. We extend our gratitude to our project managers, administration teams, union leaders and the HR team for their unwavering support in promoting employee growth and community development.*

**Michael Muagba**

HR Manager Nigeria



# Improve working conditions and well-being



## Highlights

- Prevention and awareness-raising campaign about harassment and mental health in the workplace
- Training Mental Health First Aiders in French subsidiaries
- Promoting physical activities

## Key Figures

**72%**  
Wellbeing activities  
participation rate

**7**  
Mental Health Aiders



## A safe and respectful workplace

### Raising awareness

In line with our commitment to fostering a respectful and inclusive work environment we have implemented several key initiatives across our operations: A **mandatory e-learning module on harassment and sexual harassment** for all employees, coupled with the Dietsmann **whistle-blowing mechanism** to encourage safe reporting. Its deployment was delayed this year but is now scheduled for early 2025.

A **dedicated "toolbox talk" on harassment prevention** is also being prepared for use at production sites. The objective is to raise awareness and foster open dialogue on these critical issues.

### Making mental health matter

In addition, our focus on mental health continues to grow.

The **Mental Health First Aider** program launched at our Monaco site in 2023 has been expanded to include France where **four new First Aiders** were trained in 2024 and now offer essential mental health support to colleagues.

In recognition of **World Mental Health Day** we also released a dedicated Wellbeing Flash across our intranet and sites. This communication highlighted key statistics on mental health at work, shared simple best practices for supporting mental well-being in daily professional life and included a link to wellness advice resources, such as the new guidance sheet focused on managing addictions.

# Improve working conditions and well-being



## Improving the overall employee experience

To further enhance working conditions and strengthen support for local HR departments, **country-specific HR Representatives** have been appointed within the HR department at the Support and Coordination Office in Monaco. Their role is to assist subsidiaries with personnel management, travel coordination and payroll administration thus ensure **consistent and responsive support across all regions**.

These collaborative actions have a cascade-effect on employee well-being by providing an additional layer of oversight on HR management. This includes legal compliance monitoring, ensuring accurate payroll management, support for collective bargaining negotiations, implementation of reporting processes and promoting HR Group policies across regions.

By ensuring that HR practices are optimized and aligned with both local regulations and Group policies this initiative helps create a more secure and supportive work environment. The structured approach enhances **trust, job satisfaction and work-life balance** while contributing towards the Group's overall operational efficiency.





# Improve working conditions and well-being

## Well-Being and Team-Building Event

For the past two years, our headquarters site has organized an annual **Well-Being and Team-Building Week** dedicated to our employees. This much-anticipated event has become a cornerstone for promoting health, well-being and team spirit in a positive and engaging atmosphere.

This year's theme – **Sports and the Olympic Games** – brought an inspiring dynamic to the initiative. Employees were invited to take part in a variety of sports, personal development workshops and friendly competitions that reflected the universal values of self-improvement and solidarity.

With an **72% participation rate** and an average satisfaction score of **3.77/4**, this week exemplified the enthusiasm of our employees and their commitment to initiatives that enhance their well-being and strengthen team bonds.

This success underscores our company's dedication to key values: well-being, inclusion and teamwork while grounding our CSR strategy in impactful, meaningful actions. Building on this momentum we are committed to further developing such initiatives to foster a workplace where everyone can thrive.

This year, our **French subsidiary** also embraced this spirit by organizing its own well-being event to reinforce our collective commitment to employee health and cohesion across borders.

## Promoting physical activity and supporting meaningful causes

Our company is committed to encouraging physical activity and improving employee well-being, especially for those in sedentary roles.

### No Finish Line

One key initiative is our annual participation in the No Finish Line charity race in Monaco, an event placed under the High Patronage of His Serene Highness Prince Albert II of Monaco. The race, which is open to both runners and walkers, raises funds to support children in need. For each kilometer completed, Children & Future donates 1 euro to finance projects benefiting disadvantaged or sick children. In 2024 our employees contributed directly to this cause by collectively covering more than 3,700 kilometers over eight days.



# Improve working conditions and well-being

## Relive the event

### Football Tournament in Qatar

Dietsmann Qatar had the opportunity to participate in TotalEnergies' annual Football Tournament.

Imad Assaf and Mathieu Mailaender were in the winning team. This event reflects the strong camaraderie and shared passion for sports among colleagues.



### Family event in Romania

Initiative in Romania is an annual event. Families are invited to come to the workplace for friendly and sporting challenges.



## Looking forward

- Conducting Internal CSR and Well-Being Audits in Subsidiaries to Drive Continuous Improvement Across the Group
- Sustaining Awareness Campaigns on Key Topics to Foster a Supportive and Inclusive Workplace
- Organizing Well-Being Activities and Events Across Regions to Promote Health, Engagement, and Team Cohesion

Health  
Safety  
Environment  
Quality





*“With unwavering dedication to its principles, Dietsmann ensures that safety, health and the environment are not just objectives, but lasting commitments.”*

*While safety rules form the backbone of risk management and aim to combat immediate physical risks, occupational health and environmental protection initiatives focus on the long term; taking care of the physical and mental well-being of our employees while minimising the impact of our activities on the environment. Having developed a culture in which*

*safety, health and the environment are integrated into all aspects of our operations not only reflects Dietsmann's values, but also improves the operational efficiency and productivity of our clients while ensuring a safe and sustainable working environment for all local communities.”*

## Laurent Faure

Group Director of HSEQ  
& Sustainability





# Occupational health



## Highlights

- Campaign on vascular disease prevention and dealing with Diabetes
- Awareness campaigns were carried out to inform our employees about the following diseases: Mpox and Ebola

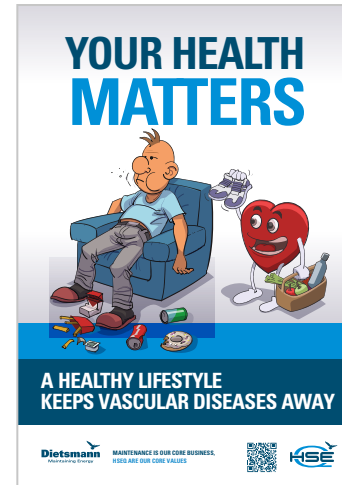
We regularly carry out awareness campaigns and reminders about the diseases that are endemic in some of our subsidiaries (Ebola, malaria, AIDS, tuberculosis, cholera, etc.) and we inform our employees about the measures they should take to protect themselves from these diseases.

We are also committed to informing local populations about the risks of disease. In collaboration with local health authorities, we conduct awareness campaigns and, in some cases, finance the purchase of hundreds of doses of vaccine.

All our operational employees have an annual medical check-up to ensure they are fit to work. Our administrative employees have a medical check-up once every two or three years, depending on local regulations.

## Looking forward

- In 2025 a new psychosocial risk assessment campaign will be carried out throughout the Group



The final part of our « **Vascular Diseases Campaign** » which covered **Diabetes** was deployed in all subsidiaries.



On 1 December we participated in **World AIDS Day**. This is an opportunity for us to **raise awareness** and **knowledge** about **HIV** to all our employees.



On **World Malaria Day**, awareness sessions were conducted in all our subsidiaries where a malaria risk is present. Employees were reminded about:

- The transmission of the disease
- The symptoms
- The means of prevention
- The treatments



# Safety



## Highlights

- **Safety week.** From 9 to 13 September Dietsmann celebrated a Safety Week by launching the **Electrical Safety Campaign**
- On 28 April an awareness campaign on safe and environmentally friendly driving was launched

## Key Figures

**11.02**

Millions of man-hours worked

**0.18**

LTIFR

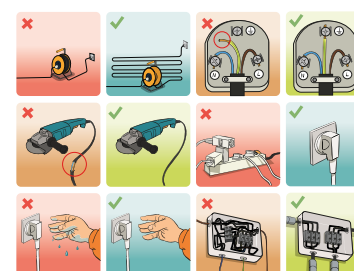
**0.45**

TRIR

Our HSEQ Management System process meets the requirements of the ISO 9001/14001/45001 standards as annually certificated. The ISO management system helps us further manage potential environmental impacts, fulfill compliance obligations and identify opportunities for improvement.

According to industry benchmarks, from a Lost-Time Incident Frequency Rate (LTIFR) perspective our workforce remains the safest among our industry peers. As noted above, in 2024 we maintained our industry-leading personnel safety performance with a LTIFR of 0.18 per 1,000,000 work hours.

### PLUG INTO SAFETY, NOT INTO RISK!



### DIETSMANN SAFETY WEEK

9 TO 13 SEPTEMBER 2024

WORK SAFELY  
FOR EVERYONE'S SAFETY!



To help protect our employees and contractors, the communities in which we work and the environment, Dietsmann uses a proactive, disciplined approach to managing the risks inherent to our activities and verifies that safeguards are in place before work begins.



# Safety



Our HSEQ Management System serves as the foundation for managing safety risks and establishes clear expectations. The safeguards built into the HSEQ Management System are integral to how we carry out our activities. We strive to verify and rigorously manage these safeguards through maintenance, inspection, operations and emergency preparedness drills.

A core component of our HSEQ Management System is our Nine Leading Safety Rules. Our employees and contractors work cooperatively to execute the Nine Leading Safety Rules for routine work activities that have higher risk elements.

## Workplace security

Our robust security measures are designed to protect our personnel and facilities from threats. Our security programs are risk-based, flexible, responsive to the environments in which we operate and comply with applicable regulations.

Subsidiaries undergo periodic security reviews to address potential threats. Each assessment considers geographic location, the community, criminal activity and the current political climate. We monitor local conditions and maintain detailed security preparedness plans, such as emergency response and evacuation response plans.

## Emergency preparedness

Dietsmann is prepared to respond to a wide array of emergency events, including natural disasters, pandemics and operational incidents. Centralized and cross-functional teams develop and practice emergency response tactics through incident management teams and emergency support groups around the world, which enables us to provide a robust response in emergency situations to help protect people, the environment and our communities.



## Looking forward

- Behavior-Based Safety (BBS) campaign will be launched during the Safety Week 2025

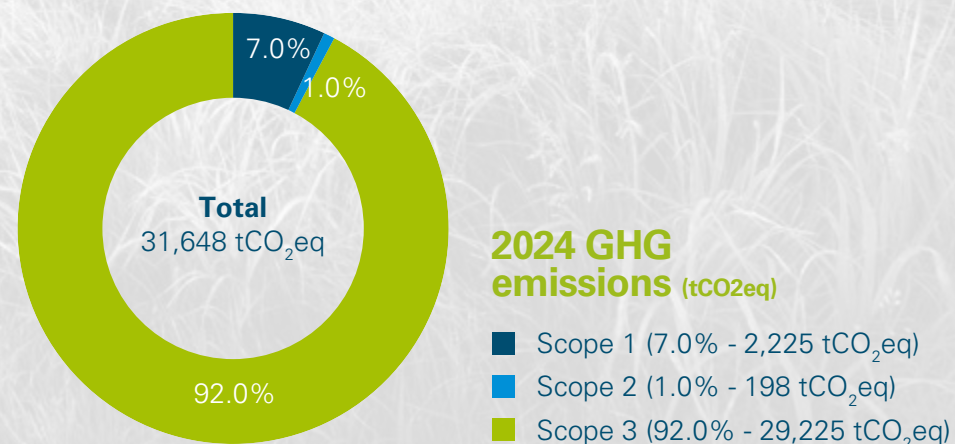
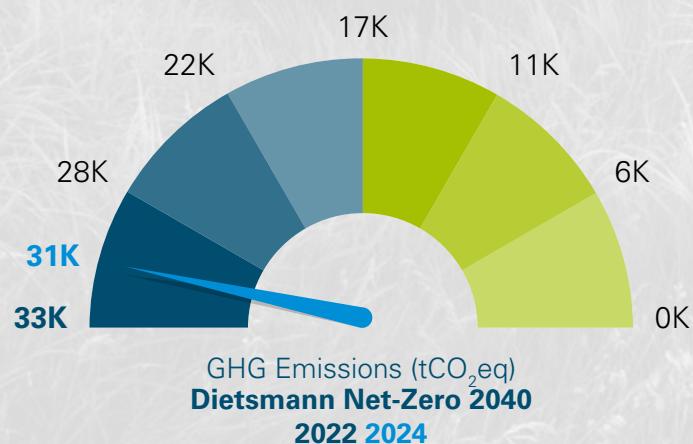
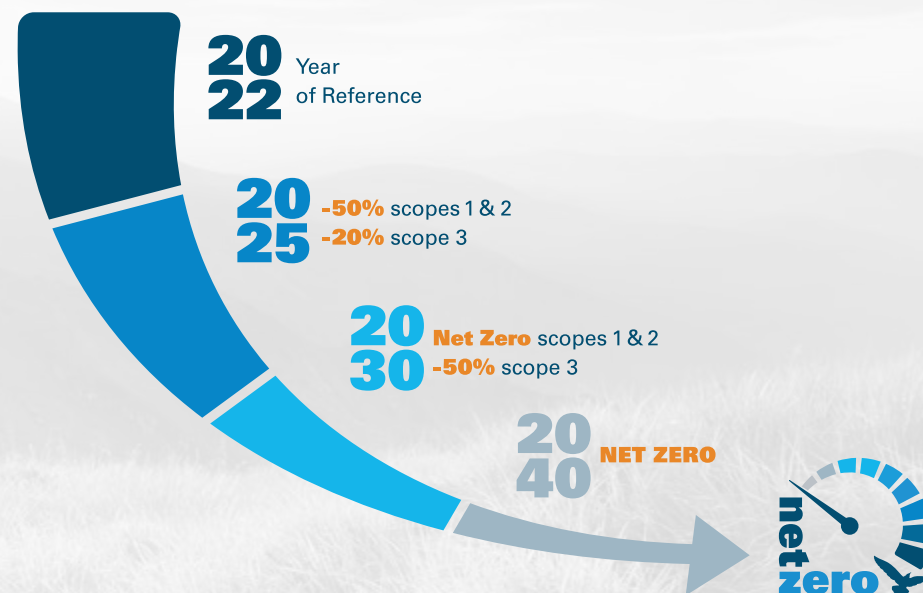
# Carbon footprint

The Group carbon footprint was certified by a third-party expert in March 2024 and covers the 3 scopes of the GHG Protocol.

On the road to Net Zero, in 2024 Dietsmann achieved an 11% reduction for scopes 1 & 2.

## Our strategy relies on:

- Deployment of **carbon saving and compensating measures**
- Enhancement of communication & awareness campaigns to **detect and avoid GHG emissions**
- Audits and **actions plans**
- More comprehensive and detailed **data capture**
- A strict follow-up of our **Net Zero roadmap objectives**



# GHG Emissions Reduction and Compensation



## Highlights

- Angolan subsidiary replaced a total of 18 air conditioners with alternatives containing no ozone depleting gases
- Gabon subsidiary replaced 43 neon tubes lights in the office with LED panels and tubes
- Carpooling initiative in Italy

## Key Figures

**19**

tons of CO<sub>2</sub>e avoided by the replacement with lower GWP refrigerant gas

**18,68**

tons of CO<sub>2</sub>e compensated through the purchase of SAF



## Reduction

In our Gabonese subsidiary 11 air conditionings units using R410A and R22 refrigerant gas were replaced with R32 lower warming potential (GWP) gas units.

This initiative should prevent potential leaks and GHG emission into the atmosphere. R32 systems also often achieve better energy efficiency and require a smaller refrigerant charge. This can lead not only to reduced energy consumption and lower operational costs for heating and cooling, it also reduces the amount of refrigerant needed in a system, further minimizing environmental impact.



## Compensation

With a CO<sub>2</sub>e emission share that accounts for more than 50% of Dietsmann's total carbon footprint in 2023 and 2024, business travel is at the center of our strategy for reducing scope 3 indirect emissions. Mitigation measures were taken to alleviate the impact of plane travel across the Group. We invest in the purchase of Sustainable Aviation Fuels (SAF) through airline programmes. This initiative contributes towards reducing and compensating CO<sub>2</sub>e travel emissions.



# Waste management and circularity



## Objectives

In line with our efforts to achieve environmental responsibility, waste management initiatives have been initiated throughout the Group to ensure that our activities generate minimal environmental impact.

- Along with these initiatives Dietsmann has set up priority goals that follow the main principles of waste management stated in the 4R rule (Refuse, Reduce, Reuse and Recycle).
- The first priority - to ban single use plastic - resulted in a wide effort to rethink our procurement habits and anticipate all lifecycle aspects of our consumables so that more sustainable alternatives could be found.
- Several communication campaigns and team gatherings were organized to raise awareness and encourage the staff to adopt more responsible consumption habits, both at work and at home.
- Measures to reuse raw materials and promote upcycling and repackaging for manufactured products were also implemented for this purpose.
- Enabling recycling incentives as the last resort for waste that cannot be avoided also played a key part in achieving our goals.
- Thus, by challenging our processes, educating and involving our staff in these essential topics and managing our waste responsibly throughout every step of the way, we showed the strength of our commitment towards sustainability and ensured we have the means to maintain an efficient waste management system.



*Zero Waste Plate Challenge in Kuwait*



*Reusable water bottles were distributed to employees in Angola*

# Waste management and circularity

## Highlights

- New plastic recycling partnerships in Libya & Congo
- Several beach and desert clean-up campaigns organized throughout the Group during the “Clean-up day” event
- Bean coffee machines installed in France and reusable bottles distributed in Angola for the ban of single use plastics

## Key Figures

**100%**

of eligible Single Use  
Plastics items banned

**86%**

of electronic waste  
recycled in 2024

**57%**

of metal waste  
recycled in 2024

## Sameer Shariq

HSE Manager Kuwait



*While many areas of the globe were facing food scarcity it was heartbreaking to see the vast amount of food discarded in Kuwait. To curb this issue at its heart we launched “Zero waste plate challenge” at the Kuwait subsidiary.*

*This helped bring the conversation home about waste minimization and it was truly motivating to see the collective efforts of families as well as the creative techniques they used to minimize food waste.*

*To reinforce our commitment to sustainability further, in December we also launched the “Live Greener” campaign. This campaign aims to not only engage employees but also their families in adopting greener more sustainable habits in their daily lives.*

*We hope these efforts will foster a culture of more sustainable living among the employees as well as their families.*

# Waste management and circularity



To contribute towards Dietsmann's waste revalorization policy, in Pointe Noire (Republic of Congo) four significant recycling initiatives were implemented in collaboration with our partner CongoPlast :

- Recovery of plastic waste for transformation into tiles for roofing or pavement bricks
- Recovery of refrigerant bottles for transformation into metal rods (construction materials)
- Recycling of used engine oils
- Recycling of cardboard and paper



## Looking forward

- Improve waste segregation in workshops to allow a better waste valorization
- Find news subcontractors to recover and recycle hazardous waste



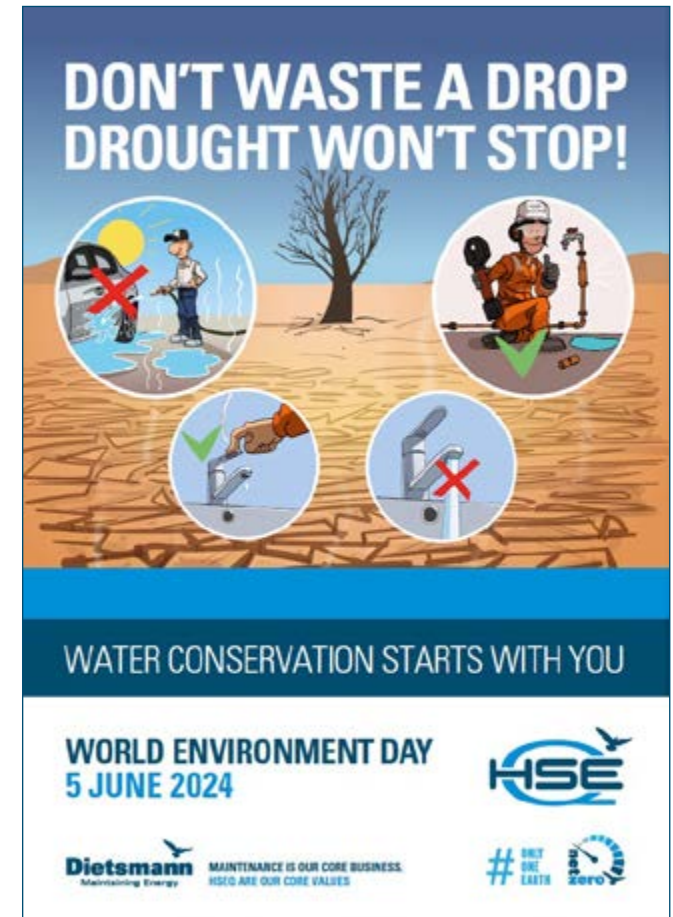


# World Environment Day

On 5 June 2024 Dietsmann organized the **World Environment Day** throughout the Group.

The program included:

- A presentation on the causes and consequences of drought.
- **10 tips to prevent drought** by reducing water use both at home and at work were presented to the participants.
- Communication material was shared with the teams.
- A quiz was organized to test the participants' knowledge of drought.
- Discussions about possible improvements in daily activities followed.



# GHG reduction training

Throughout 2024 Dietsmann introduced a new training course in the detection and prevention of environmental risks and the reduction of GHG emissions.

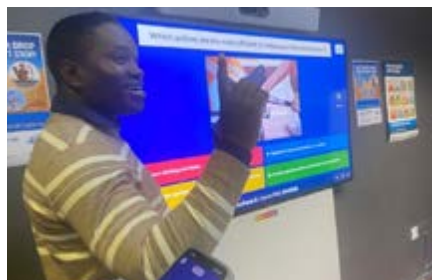
Several modules on the topics of energy, refrigerant gases or mobility contained recommendations and best practices (including good maintenance and eco-friendly tips.) for the staff to implement in their daily activities.

Our hope is that education and awareness events will prove an efficient way to involve our teams and contribute towards our Net Zero roadmap objectives.

To date, **64%** of the Group's employees have been trained.



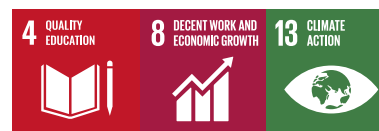
Training in Republic of Congo



Training in Qatar

## Looking forward

- Cover 100% of Group staff by the end of 2025 including newcomers
- Ensure 70% rate of success for the evaluation questionnaire



### Jeconiah Musau Muli

HSEQ Manager Qatar



*The GHG training course has been crucial in raising awareness and helping employees understand the impact of emissions on our environment. It has also provided SMART, practical strategies for reducing our carbon footprint and achieving our Net Zero goal by 2040. Employees are actively engaged in discussions and have shown a clear understanding of GHG emissions and their control. Since the training we have seen real changes: better waste segregation, increased carpooling and public transport use and energy-saving habits have resulted in a measurable drop in electricity consumption. This training reinforces our Company's commitment to sustainability and the principles of the UN Global Compact.*



Training in Nigeria



# Biodiversity

As a strategic actor implanted in areas with the **richest biodiversity spots**, Dietsmann plays an important role in **biodiversity preservation** and follows the main principles of avoiding, reducing and compensating environmental impacts. In connection with that challenge Dietsmann has for many years been committed to engaging and training the youth.

Local partnerships with NGOs were established in Gabon, Angola and the Republic of Congo to share our core sustainability principles and educate the next generation so they are prepared for the challenges that lay ahead. In addition, as these examples show, targeted incentives to preserve our flora and fauna are ongoing throughout the Group :





# Qatar highlight

Aiming to achieve Dietsmann's goal towards carbon footprint reduction, and with the support of the Qatar government through its "Qatar National Vision 2023", in 2024 the Qatar branch launched two innovative and successful initiatives in addition to the general annual Group actions:

- Implementation of an **online training module on CFR** reduction with the aim of raising the environmental protection awareness of employees so they can identify related anomalies better both in their workplace and at home.
- A mangrove planting session with some selected Dietsmann staff in the Al-Khor area where human activity in recent years has led to the disappearance of the mangrove forest. The goal is obviously the sustainability of one of the green lungs of Qatar's fragile ecosystem.

The commitment of Dietsmann Qatar's staff to these two initiatives has been really impressive in terms of both interest in this important subject and enthusiasm shown when participating in the initiatives.



## Mathieu Mailaender

Country Manager Qatar

*We can really see a switch in Dietsmann's employees' minds regarding environmental protection and a real realisation that human activity can be very toxic for the planet. People are more conscious now that small individual efforts can make an important collective change.*

*But there is still a long way to go and we must continue developing our actions toward a sustainable future.*

# Certifications and Quality

## Highlights

- All certifications confirmed during the year
- Coordination reinforced
- Moving towards the new 2026 ISO standards

## Key Figures

**100%**

Subsidiaries confirmed ISO certification

**98%**

Client satisfaction

Our HSEQ Management System, which also integrates the ISO 26000 aspects, covers the entire range of the products and services offered by all our subsidiaries. The certified subsidiaries are as follow:

ISO 9001, ISO 14001 & ISO 45001	France, Romania, Kuwait, Qatar, Libya, Kazakhstan, Italy
ISO 9001	Angola, Republic of Congo, Monaco, Nigeria, Gabon
MASE (Company Safety Improvement Manual)	France
QUALIOPI (Training Services Quality)	France

This approach provides real added-value for clients as it ensures the continuous respect of clients' requirements, a continuous improvement of services and a commitment to maintaining the focus on long-term standards. It also provides HSEQ guarantees for the other interested parties.

In 2025 and 2026 some subsidiaries will renew their ISO certification and will even extend the range of their management system.

The survey in 2024 showed that the level of client satisfaction remains high and proves that this aspect of the Quality Culture is being maintained by Dietsmann staff.

## Integration of Occupational Health and Safety and Environment

In 2024 the coordination and integration of Health/Safety and Environment into the Management System of the subsidiaries certificated in Quality was strengthened and increased. This allows for process optimization and the encompassing and further improvement of existing HSE systems.

Reporting and management tools for observations and actions have been improved and are now connected, in particular in respect of monitoring actions following an HSE incident. This approach will lead to a triple ISO certification for the renewal of certificates from subsidiaries only certified in quality.

# Certifications and Quality

## World Quality Day

### Risks control

The celebration of World Quality Day was an opportunity to communicate how Quality Risk Control is important for the achievement of sustainable success.

The subsidiaries' employees were encouraged to:

- Prevent and manage the risks of their services
- Look for and encourage opportunities
- Favour a collective approach to analyse and define actions
- Use all available diagnostic and monitoring tools
- Use innovative processes while controlling risks



## Looking forward

- All subsidiaries to be triple certificated by the end of 2025
- Advance integration of the requirements of the new ISO 9001: 2026 version

### Christian Boiron

QAQC Coordinator



*"Very early on at Dietsmann the Quality team worked with the HSE and Sustainable Development teams to pool elements of control and to take into account the needs of all interested parties."*

*"This ongoing cooperation reflects our commitment to achieving triple certification across all our subsidiaries."*

*"We will benefit from shared integrated systems and further strengthen links with social partners. We also intend to develop our agility and versatility and make it a benefit for all employees."*



# Sponsoring

## Mission H24

As a leader in the energy industry Dietsmann continues to embrace innovation and sustainability as key pillars of its development. Our partnership with MissionH24 represents a strategic commitment to advancing hydrogen technology in motorsport and beyond. By supporting this pioneering initiative, we are contributing towards the evolution of hydrogen as a clean energy solution and reinforcing our role in the transition to a more sustainable future.

Through this collaboration we are proud to be helping to push the boundaries of zero-emission mobility and demonstrating the potential of hydrogen in high-performance environments. Together with MissionH24 we are accelerating progress towards a cleaner and more responsible energy future.



## Prince Rainier III challenge - 2024 Edition

The Prince RAINIER III Challenge is a football championship for teams of employees of companies in the Principality that was created in 1975 at the personal initiative of H.S.H. Prince RAINIER III of Monaco. Dietsmann has been a sponsor of this Challenge Trophy for several years. Dietsmann Chairman Peter Kutemann had the honor of presenting the trophy to the winners of the 2024 edition of the exciting Prince RAINIER III Challenge.

## Monaco Ocean Protection Challenge

This prestigious event is a global competition in which international students, start-ups, and organizations present innovative solutions for ocean protection. It highlights the critical importance of preserving our oceans for future generations. We had the honor of participating in the Monaco Ocean Protection Challenge as sponsors and contributors.



*In 2024 our HSEQ Director, Laurent Faure, had the pleasure of opening the MOPC with a speech that talked about the event's significance and what it represents while highlighting Dietsmann's commitment to sustainability. Three groups in both categories presented many innovative ideas and projects hoping to win the coveted prize. During the grand finale HSH Prince Albert II of Monaco delivered an inspiring speech emphasizing the necessity of ocean conservation. Our President and Founder, Peter Kutemann, presented the prize to second-category winners.*



# ESG table





Social	Unit	2024	2023
<b>Total workforce</b>			
		<b>3,789</b>	4,587
Africa	Nb	<b>2,530</b>	2,201
East Europe and Central Asia	Nb	<b>286</b>	1,305
Asia and West Europe	Nb	<b>339</b>	341
Middle East	Nb	<b>615</b>	671
Other	Nb	<b>19</b>	69
<b>Workforce by job category position worldwide</b>			
Administrative	Nb	<b>260</b>	232
Operational	Nb	<b>3,308</b>	4,104
Managerial	Nb	<b>221</b>	251
<b>Employment</b>			
New hires of national employees	Nb	<b>557</b>	716
New hires of expatriates	Nb	<b>435</b>	312
Outflow rate	%	<b>6</b>	6
<b>Diversity</b>			
Gender rate - all positions (women)	%	<b>8</b>	8
Average age	Years	<b>43</b>	44
Percentage of employees over 55	%	<b>10.6</b>	14
Percentage of employees under 35	%	<b>22</b>	18,4
Number of nationalities represented in the Group	Nb	<b>73</b>	70
Rate of National employees (vs expatriates)	%	<b>66</b>	78

Social	Unit	2024	2023
<b>Training &amp; career opportunities</b>			
Total training days	Nb	<b>13,715</b>	6,922
Training expenses	K€	<b>1,106</b>	1,217
<b>Social dialogue &amp; cohesion</b>			
Percentage of employees covered by a collective bargaining agreement	%	<b>100</b>	100
Percentage of scheduled annual interviews (ICMS) carried out	%	<b>81</b>	81
Global rate of employees interviewed (ICMS)	%	<b>45</b>	59
<b>Health &amp; Safety</b>			
Percentage of employees who benefited from a medical check-up	%	<b>100</b>	100
Total awareness-raising campaigns on health and safety issues	Nb	<b>6</b>	6
Lost Time Injury Frequency Rate (LTIFR) / million man-hours worked	%	<b>0,18</b>	0,1
Total Recordable Incident Rate (TRIR) / million man-hours worked	%	<b>0,45</b>	0,87
<b>Local content</b>			
<b>Local employment</b>			
Percentage of national employees in management positions	%	<b>58</b>	59
Percentage of training courses dedicated to national employees in total training provided	%	<b>67</b>	86
<b>Local community initiatives</b>			
Number of partnerships with schools and universities	Nb	<b>8</b>	11
Total amount dedicated to the socio-economic development of local communities	K€	<b>107</b>	110



Ethics	Unit	2024	2023
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**Anti-corruption**

Percentage of employees trained in ethics principles (Corporate Shared Responsibility Training)	%	65	44
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**Business partner screening**

Percentage of suppliers and subcontractors screened and followed-up (Global Compliance including Ethics)	%	60	62
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**Legal disputes and fines**

Total amount of fines due to legal proceedings for environmental and/or social issues	K€	0	0
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Business Development	Unit	2024	2023
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**Client Satisfaction**

Average length of client relationship in years	Years	27	26
Percentage of total clients surveyed that are satisfied clients	%	95	98

**Investments**

R&D in innovation, new technologies and green energy	K€	400	400
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**Certifications**

Percentage of total facilities certificated according 9001 standard	%	100	100
Percentage of total facilities certificated according ISO 45001 standard	%	64	64
Percentage of subsidiaries with ISO 14001 certification	%	64	64

Environment	Unit	2024	2023
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**Environmental protection**

Percentage of countries in which environment awareness raising campaigns were provided to employees	%	100	100
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**Consumption and production**

Total of electricity consumed	Kwh	1,699,731	1,701,623
Total waste recycled	%	20	32

**Carbon Footprint**

<b>Scope 1: Direct Emissions</b>	T CO2 eq	2,224	2,544
Category 1.1: Direct emissions from owned or controlled stationary sources	T CO2 eq	225	N/A
Category 1.2: Direct emissions from owned or controlled mobile sources	T CO2 eq	1,771	2,335
Category 1.4: Fugitive Emissions	T CO2 eq	228	209
<b>Scope 2: Indirect Emissions</b>	T CO2 eq	198	187
Category 2.1: Indirect emissions associated the purchase of electricity, steam or heat	T CO2 eq	198	187
<b>Scope 3: Other Indirect Emissions</b>	T CO2 eq	29,225	27,926
Category 3.1: Purchased Goods and Services	T CO2 eq	9,877	10,815
Category 3.2: Capital Goods	T CO2 eq	267	159
Category 3.3: Fuel & Energy related activities	T CO2 eq	621	687
Category 3.5: Waste generated in operations	T CO2 eq	50	97
Category 3.6: Business travel	T CO2 eq	15,219	13,693
Category 3.7: Employee commuting	T CO2 eq	1,152	379
Category 3.8: Upstream Leased Assets	T CO2 eq	2,035	2,093
Category 3.15: Investments	T CO2 eq	5	3
<b>Total GHG Emissions</b>	T CO2 eq	31,648	30,657



Smart maintenance solutions for continuous production plant