

Doosan Lentjes

Corporate Social Responsibility Report 2019



PROUD GLOBAL DOOSAN

Doosan Way

2020, Leading Global Company for CSR

To be recognised as an outstanding employer
and exemplary corporate citizen

Growth of Business



Growth of People

Education

embraces our commitment to people development and to the promotion of science, technology, engineering and mathematics (STEM) subjects amongst young people.

Sustainability

efforts focus on minimising the environmental impact of our operations and prioritising product quality, health and safety.

Community

provides us with a framework for making a positive difference in those communities in which we work.

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Responsible for the CSR report:
Board of Management & CSR Team,
led by Roland Muszkiewicz

Report released in September 2020

CEO Message about the CSR Strategy & Goals



Estimated Readers,

We are pleased to share with you our Corporate Social Responsibility (CSR) Report of the year 2019.

We at Doosan Lentjes consider our social responsibility as an integral part of our business life. We believe that sustainable growth is only achievable if we fulfil our corporate duty to society. We have therefore developed a CSR strategy that reflects this approach by focusing on education, sustainability and community activities.

Education comprises our commitment to promoting science, technology, engineering and mathematics (STEM) subjects among young people. The aim is to inspire the adolescents to focus on these disciplines and thus to develop the valuable professionals of tomorrow who will be engineering a secure and sustainable energy future for generations to come.

Our sustainability efforts are focused on minimizing the environmental impact of our operations and technologies while giving priority to product quality, health and safety. At the same time, we demand strictly ethical and sustainable behaviour from our subcontractors in the part of the value chain they control.

Our efforts in the community where we work are aimed at improving the living conditions of the people and contributing to their well-being.

In 2019, we implemented various CSR activities, including the consistent optimization of our technologies and processes from an environmental perspective and the further development of our employees. Moreover, we showed young women the world of global plant engineering as part of the “Girls’ Day” initiative. In addition, we implemented various activities within our community, such as the annual Doosan Day of Community Service.

To ensure consistency with the Doosan Group’s mission of becoming one of Fortune’s most admired companies by 2020, we have placed sustainability and responsibility at the heart of our decisions, the technologies we develop and the way we improve our business performance.

United in these shared values, we are working with our colleagues within the group to create a Proud Global Doosan – a leading innovator of products and services that improve the quality of life for people and communities around the world.

Now we hope you enjoy reading this report. For more detailed information, please refer to the Integrated Report 2019 published by our parent company Doosan Heavy Industries & Construction.

Thomas Stetter
Chief Executive Officer



Company Profile

Doosan Lentjes is a global supplier of processes and technologies for steam and power generation. The company’s specific areas of expertise include key technologies for energy recovery from waste, sewage sludge incineration, circulating fluidised bed boilers and flue gas cleaning systems. Doosan Lentjes’ plants help a large number of customers around the world to recover energy from their fuels sustainably and efficiently in order to reliably supply people with electricity and heat.

Doosan Lentjes is part of a powerful combination of companies united under the Doosan Group to deliver complementary technologies, skills and value to customers the world over.

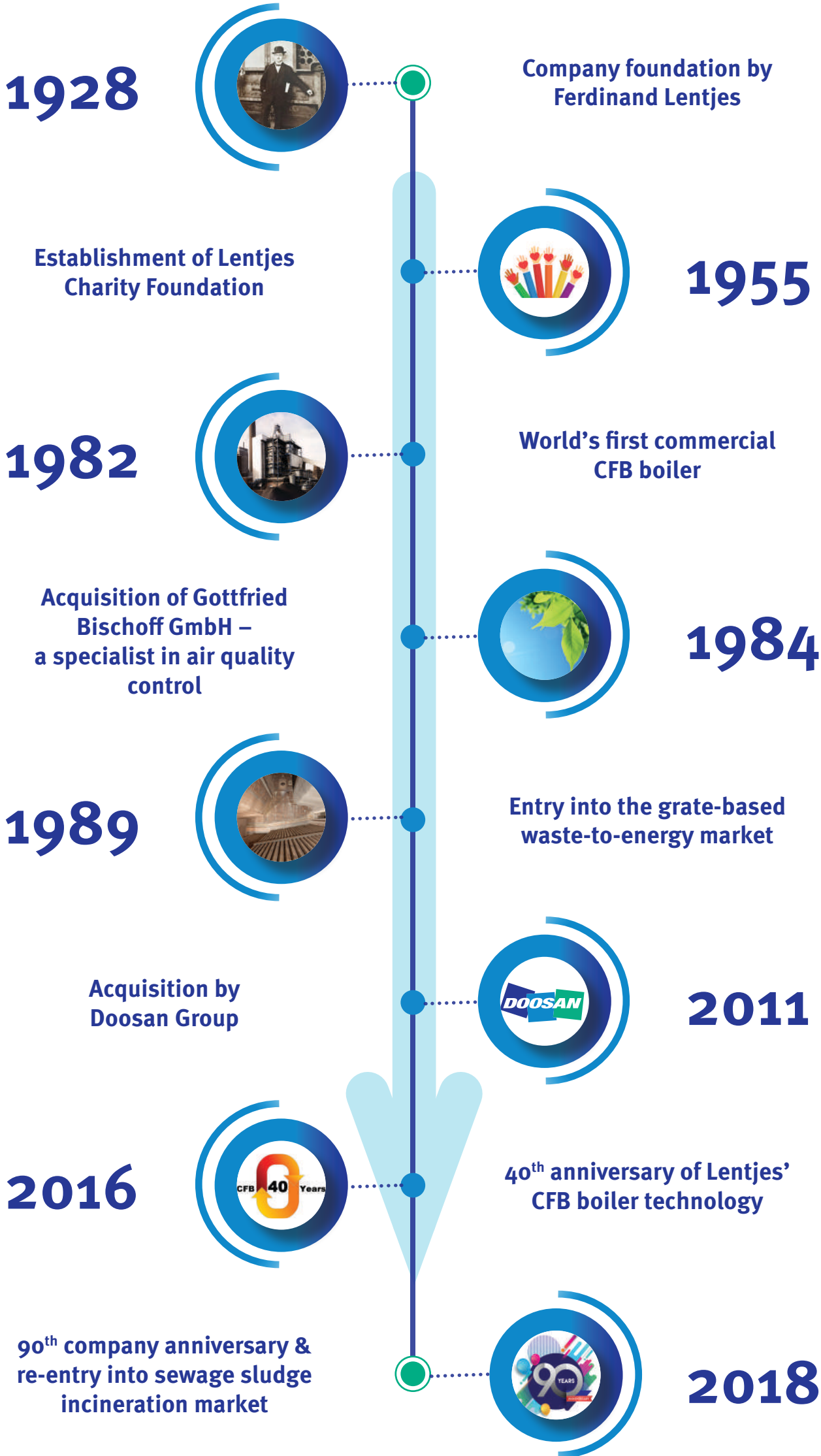
Thoroughly engineered solutions

Customer dedication

Future orientation

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Company History



Business Performance & Strategy

Doosan Lentjes delivers world-class energy technologies to customers around the world. The goal is to continuously expand the strong position in key target markets. With this in mind, Doosan Lentjes draws on a network of strategic alliances with industrial partners as well as on the global reach of its parent company, Doosan Heavy Industries & Construction.

Doosan Lentjes acts as technology provider for the energy industry or offers projects on a full turnkey basis. Besides extensive in-house EPC (engineering, procurement, construction) capabilities, Doosan Lentjes can cooperate with internationally reputable general contractors. These certainly comprise Doosan Heavy Industries & Construction.

Doosan Lentjes is the global Competence Centre within the Doosan Group for its four technologies waste-to-energy, sewage sludge incineration, circulating fluidised bed boilers and air quality control. By bundling the know-how, the focus is on continuously optimizing and adapting the technologies to current market requirements within the framework of an efficient research & development process.

As a member of the Doosan Group, Doosan Lentjes benefits from their extensive manufacturing and procurement capacities. The Doosan Group has manufacturing facilities in Changwon/Korea, Vina/Vietnam, Chennai/India and procurement hubs in Beijing/China. These capabilities have a positive impact on efforts to optimize this part of the EPC value chain.

Doosan Lentjes firmly believes in the „2G“ approach developed by the Doosan Group, which sees business growth as a result of employee development and vice versa. Knowing that employees are the most important resource, Doosan Lentjes makes every effort to recruit and develop the best talents of the industry. This strong people power has enabled Doosan Lentjes to be at the forefront of developing sustainable and reliable energy concepts for more than 90 years.



Stakeholder Engagement & Communication

Doosan Lentjes has developed its CSR strategy based on the interests of its relevant stakeholders. This makes continuous communication with them indispensable in order to incorporate changing requirements into the strategy and implement appropriate measures accordingly. Doosan Lentjes has precisely defined its stakeholders and has established appropriate communication channels.

TYPE OF STAKEHOLDER	INDIVIDUAL STAKEHOLDER	COMMUNICATION CHANNELS
Shareholders 	<ul style="list-style-type: none">■ Doosan Heavy Industries & Construction	<ul style="list-style-type: none">■ Personal meetings / video conferences■ Workshops■ Intranet
Customers 	<ul style="list-style-type: none">■ Doosan Heavy Industries & Construction■ EPC companies / utilities / IPPs■ Waste management companies■ Local / regional governments	<ul style="list-style-type: none">■ Roadshows, exhibitions & conferences■ Personal meetings / video conferences■ Local & global trade press■ Website & social media
Employees 	<ul style="list-style-type: none">■ Headquarter employees■ Branch offices' employees■ Subsidiaries' employees	<ul style="list-style-type: none">■ Staff assemblies■ Health & Safety Committee■ Work Council meetings■ Intranet & staff magazine
Suppliers 	<ul style="list-style-type: none">■ National & international suppliers■ Strategic partners■ Occupational medical services■ Manufacturers Doosan Group	<ul style="list-style-type: none">■ Trade shows■ Conventions & expert conferences■ Local & global trade press
Local Community 	<ul style="list-style-type: none">■ Local residents■ Social organisations■ NGO's	<ul style="list-style-type: none">■ Programs affiliated with social welfare centres■ Local business forum■ Social day■ Local media
Government/ Authorities 	<ul style="list-style-type: none">■ Central / local governments■ Authorities / related organisations■ Insurance companies	<ul style="list-style-type: none">■ Website■ Local & global trade press■ Trade associations
Competitors 	<ul style="list-style-type: none">■ National & international competitors	<ul style="list-style-type: none">■ Exhibitions & conferences■ Local & global trade press■ Website & social media■ Trade associations



Implementation of the global CSR Strategy

Sustainability: Clean Energy Recovery Solutions

The energy transition and thus the focus on more sustainable energy concepts is a top priority for Doosan Lentjes. That is why we strive to support the industry in using sustainable fuels for energy supply and thus increase the share of renewables in the energy mix.

About 60% of the energy contained in residual waste comes from sustainable sources. Our proven grate-based waste-to-energy (WtE) technologies allow this valuable, largely CO₂-neutral energy potential to be harnessed. In accordance with the European waste hierarchy, however, only waste that cannot be recycled is being fed into thermal treatment. During the incineration process, the volume of waste is reduced by more than 90%, significantly reducing the need for dumping ground. Unnecessary landfilling prevents the release of methane gases, a greenhouse gas that is 25 times more potent than CO₂.

When the waste is incinerated, a valuable bottom ash remains from which secondary materials such as ferrous and non-ferrous metals can be recovered. These, in turn, are used in e.g. road construction. At the same time, our state-of-the-art flue gas cleaning systems help ensure that the WtE process produces only minimal emissions. These comply with all limits required by the EU in the revised BREF documents (Best Available Reference).

WtE is thus an important part of a modern waste management concept and makes an important contribution to shaping a resource-oriented circular economy.

Our solutions for the mono-incineration of sewage sludge, based on bubbling bed technology, help to secure the sustainable and safe disposal of municipal sewage sludge. Sewage sludge contains valuable phosphorus, listed by the EU as a critical raw material that cannot be recovered by co-, but only by mono-combustion.

In addition, sewage sludge contains considerable amounts of harmful, hormonally active endocrine disrupters, such as painkillers, ovulation inhibitors and antibiotics. Therefore, when being sent to simple landfill or spread in agriculture, the endocrine disrupters remain part of the food chain and can cause serious damage to human health by disturbing growth and development or negatively affecting reproduction. However, our sewage sludge incineration processes contribute to the destruction of these substances by the high temperatures and thus remove them from the chain.

At the same time, we apply cutting-edge flue gas cleaning systems to remove all critical pollutants from the flue gas released during combustion. Our plants can fully comply with the BREF limits of the EU.

Sustainability

efforts focus on minimising the environmental impact of our operations and prioritising product quality, health and safety.

Our CFB boiler technology allows alternative fuels to be burned efficiently. These include solid recovered fuels (SRF) and refuse derived fuels (RDF), biomass, paper sludge or waste coal, petroleum and refinery by-products. Not only do these fuels have an energetic potential that can be harnessed to ensure an efficient use of available resources. At the same time, feeding these products to incineration for energy recovery allows a reduction in landfill, which has positive effects on the methane gas balance.

The first stage of in-situ emission control is already integrated into the CFB combustion process. A low combustion temperature of 850° and the staged air supply prevents the formation of thermal NO_x. Injecting limestone directly into the furnace removes more than 90% of the sulphur dioxide (SO_x) released during the combustion. SO_x is a toxic gas that is responsible for acid rain and leads to acidification of the soil, damaging plants and trees.

Our dry and wet flue gas cleaning systems are capable of removing more than 99% SO_x from flue gases. But also other pollutants such as HCL, HF, dioxins and furans are reduced reliably and in compliance with the European emission values as per the BREF conclusions. Our processes are not only used in power plants, WtE and sewage sludge incineration plants, but also in industrial facilities.

We are proud that our solutions contribute to a more sustainable and resource-saving generation of electricity and steam and thus support the ideas of a circular economy.



Sustainability: Environmental Management

Doosan Lentjes has voluntarily committed itself to an environmental management system to record and minimise the impact of its business activities on the environment. Our environmental management system is certified according to revised DIN EN ISO 14001:2015, thus confirming that our efforts are in line with internationally applicable standards.

In implementing the measures, we focus on the optimization of our products from an environmental point of view. In doing so, we consider the full cycle of our plants starting with designing through operation and demolition. In terms of design, we strive to consistently reduce the need for building and construction materials for our plants, for example through value engineering to save resources. Furthermore, we have optimised our flue gas cleaning processes developed for the removal of harmful pollutants released during incineration. Our new plant configuration with several cleaning stages allows us to achieve emissions mostly below the revised and more stringent EU BREF values.

Another focus is on improving internal communication in the field of environmental protection. Regular reports on environmental topics are published via internal communication channels such as the intranet or the employee magazine. Regular online instructions on environmental management support the goal of raising awareness and promoting environmental issues within the workforce.

However, we not only expect environmentally conscious action from ourselves, but also make this a basic requirement for suppliers who aspire to work for us. Our Code of Conduct for Contractors stipulates, among other things, that external service providers must demonstrate sustainable behaviour to which they commit themselves by putting their signature below the document.

Sustainability

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Sustainability: Doosan Credo

Doosan Lentjes is committed to the Doosan Credo, which represents our corporate philosophy. The Doosan Credo is the DNA of our business activities and is the guideline for all our behaviours and decisions. Our nine core values are:

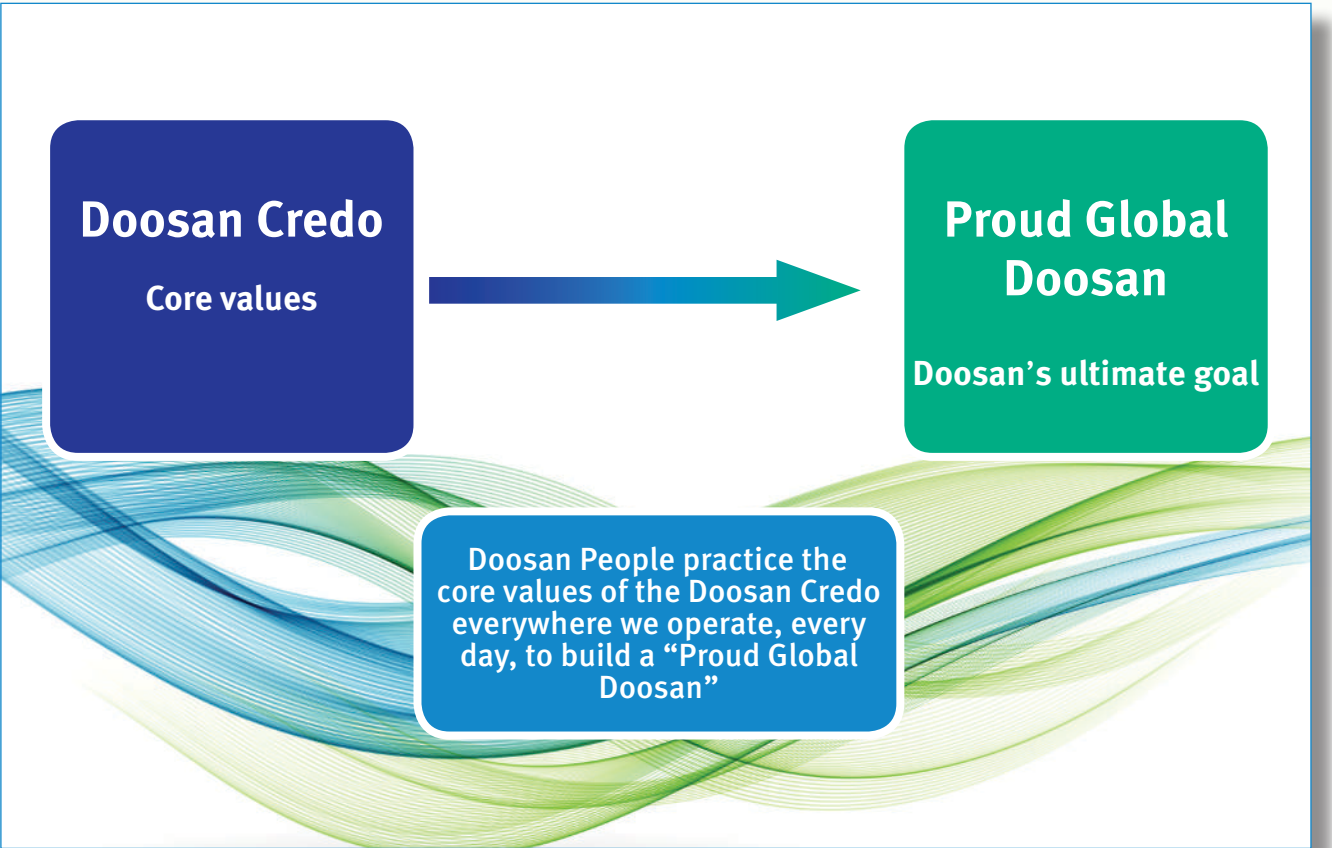


We practice these core values wherever and whenever we operate in order to achieve our ultimate goal, which is to build a „Proud Global Doosan“. In doing so, we are always mindful of ethical and social responsibilities and commit to sustainable and legally compliant business practices along our entire value chain.

Sustainability
efforts focus on minimising the environmental impact of our operations and prioritising product quality, health and safety.

In order to ensure that suppliers fulfil our standards throughout their part of the value chain, the Code of Conduct for Contractors has been developed. It defines essential normative framework conditions in the areas of human rights, working conditions, environment and business ethics. Human right topics comprise the prohibition of child and forced labour, as well as, the freedom of employees to associate with each other and bargain collectively. What’s more, employees must not be discriminated against on the basis of their skin colour, gender, language, religion or a number of other distinguishing factors. Our suppliers also need to commit to provide a workplace free of harassment and abuse and need to pay their employees’ working time according to applicable laws or industry standards. In addition, it shall be ensured that a safe and healthy working environment is provided, including protection against fire, accidents and toxic substances. Our contractors must also maintain awareness of current environmental requirements regarding the ecological impacts of their activities, products and services and ensure compliance with the law. And it is important, that companies intending to work for us follow ethical approaches in every aspect of their business, including relationships, practices, sourcing and operations. In this context, the business integrity is to be guaranteed, relevant information to be disclosed and Intellectual Property to be protected.

Internally, compliance training has been developed to ensure that our employees are informed about all applicable legal requirements with regard to e.g. corruption and anti-bribery commitments. Participation in this training is mandatory for all employees once a year.



Sustainability: City Cycling

In 2019, Doosan Lentjes continued its tradition and took part in the annual cycling campaign of the City of Ratingen. The initiative called “City Cycling” is not only held in Ratingen, but in various cities across Germany within a period of three weeks. The aim of the activity is to encourage people to use the bicycle instead of the car.

At Doosan Lentjes, 21 people, who aspired to contribute to environmental protection in this way, took part in the initiative. After three weeks of effort, they had cycled more than 5300 km, which is equivalent to avoiding more than 760 kg of CO₂ emissions.

For the first time in the history of Doosan Lentjes’ 5-year participation in the initiative, the employees managed to cycle more than 5000 km. With this result, we achieved the 5th place among 35 teams in Ratingen.

Sustainability

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For comparison – our results
in previous years:

2017

20 participants
4600 km cycled
665 Kg CO₂ emissions avoided

2018

21 participants
4500 km cycled
640 Kg CO₂ emissions avoided



Sustainability: Safety & Health

Wherever Doosan Lentjes operates in the world – health and safety of people is a top priority. Against this background, Doosan Lentjes has developed a stringent occupational health and safety management system in accordance with the requirements of OHSAS 18001, which will be replaced by ISO 45001 in 2020. A Zero Tolerance Policy is applied during the implementation.

Our declared goal behind our health and safety efforts is achieving a “zero accident” balance. In order to be able to fulfil this target and prevent accidents on construction sites where Doosan Lentjes is involved, we always prepare a holistic HSE (health, safety and environment) plan for each contract we execute. It defines basic principles and procedures to be complied with when it comes to safety, health and environmental protection. Both employees and subcontractors must be aware of and strictly adhere to the established rules.

The Zero Tolerance Policy is applied to punish unsafe actions or dangerous behaviour by people employed on site. The system works with color-coded cards including White, Yellow or Red Cards, which are issued depending on the severity of the misconduct.

White Cards are, for example, issued when people do not maintain a clean and safe working area, do not wear safety glasses on site or walk stairs while not holding the handrails. The issue of a White Card results in a verbal warning. Using mobile phones when operating a system or not wearing suitable PPE (Personal Protective Equipment) are some of the behaviours punished with Yellow Cards. Red Cards mean an immediate exclusion from the construction site. Reasons for issuing Red Cards include, but are not limited to, threatening or violent behaviour, climbing in external scaffolding or alcohol or non-prescribed drugs in the body and/or the influence of alcohol/drugs during working hours.

Moreover, Doosan Lentjes has introduced a LMRA Card (Last Minute Risk Analysis) as a further measure supporting the goal of zero accidents. A LMRA is a brief risk assessment to be carried out on site immediately before starting work. The main objective of the analysis is to raise awareness of potential security risks and reduce the likelihood of the occurrence of unsafe situations.

Sustainability

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LAST MINUTE RISK ANALYSIS

...5 Minuten für Ihre Sicherheit auf der Baustelle...
Erst nachdenken, dann handeln!

Mögliche Gefährdungen (Beispiele)	
Stürzen, Stolpern, Rutschen, Ertrinken Nicht fixierte Handläufe, ungesicherte Behälter und Becken, unbefestigte Gitterroste, Unordnung, Leckagen	
Fahrzeuge Gabelstapler, Kräne, Schienenverkehr	
Elektrizität Beschädigte oder nicht isolierte Leitungen, Hochspannung	
Feuer, Explosion	
Witterungseinflüsse Hitze, Kälte, Wind, Niederschläge	
Druckführende Systeme	
Schwebende Lasten	
Höhenarbeiten Falsche PSA, schlechte Arbeitsposition	
Gefahrstoffe Stäube, Gase, Dämpfe	
Strahlung Röntgen, Radioaktivität	
Lärm und Vibrationen Maschinen, Motoren	
Enge Räume Dunkelheit, Sauerstoffmangel	



Name: _____
Datum: _____
Tätigkeit: _____

Bevor Sie mit Ihren Tätigkeiten auf der Baustelle beginnen, nehmen Sie sich kurz Zeit für diese Checkliste:

	Fragen / Checkliste	Ja	Nein
1.	Wurde eine Erstunterweisung durch den Betreiber der Baustelle durchgeführt?		
2.	Liegt eine Gefährdungsbeurteilung für die durchzuführenden Tätigkeiten vor und sind die Maßnahmen geeignet, um die Risiken zu minimieren?		
3.	Werden gleichzeitig stattfindende Arbeiten koordiniert und damit Gefährdungen durch andere ausgeschlossen?		
4.	Sind geeignete und geprüfte Sicherheitsvorkehrungen vorhanden (Abspernungen, Schutzeinrichtungen, Gerüste, Notruf- und Erste Hilfe- Einrichtungen, Fluchtwege, Feuerlöscher etc.?)		
5.	Wissen Sie, was Sie im Notfall zu tun haben?		
6.	Habe ich die erforderliche und geeignete persönliche Schutzausrüstung (PSA)?		
7.	Sind die Tätigkeiten ohne Freigabe-/ Arbeitserlaubnis-scheine zulässig und sind die Kommunikationswege klar?		
8.	Habe ich funktionsfähige und geprüfte Werkzeuge und Arbeitsmittel (z.B. Leitern)?		
9.	Sind Gefahren durch Stürzen, Fallen, Quetschen oder durch heiße Oberflächen usw. minimiert?		
10.	Ist die Gefahr durch das Arbeiten unter schwebenden Lasten oder durch herunterfallende Gegenstände ausgeschlossen?		

Alle Fragen mit JA beantwortet? – Super, die Arbeit kann beginnen!

Eine oder mehrere Fragen mit NEIN beantwortet? – Erst ändern zum JA! Wenden Sie sich an den zuständigen Baustellenleiter und informieren Sie Ihren Vorgesetzten.

Education: Language Courses

Doosan Lentjes offered German language courses for foreign colleagues who became part of the Doosan family. The aim was to support these people in their language acquisition and thus make them feel home. Four colleagues decided to participate in these courses. Over a period of nine months, the knowledge of level B2 of the Common European Framework of Reference for Languages was taught by Lingua Solutions in Ratingen. The fact that the colleagues have internalized the relevant contents and have advanced German language skills was confirmed by an examination conducted by the internationally recognized TELC Institute (The European Language Certificates).



Education
embraces our commitment to people development and to the promotion of science, technology, engineering and mathematics (STEM) subjects amongst young people.

Education: Girls' Day

In 2019, Doosan Lentjes took part in the Germany-wide initiative called „Girls' Day“ for the fourth time. It is a day to encourage young woman to focus on science, technology, engineering and mathematics (STEM) subjects. About 10 girls were welcomed on the company premises to discover the global plant engineering business.

The girls, aged between 14 and 16, experienced a walk through a WtE plant using „virtual reality“, which gave them a deeper understanding of the processes and technologies applied. During a physical visit to a pilot plant near the office, the young women got a detailed insight into the processes of a power plant on a scale of 1:12. To get an idea of the practical work, the girls visited the engineering departments including process, layout, mechanical and electrical in the afternoon.

With its commitment on the “Girls' Day”, Doosan Lentjes aspires to cultivate the young female specialists of tomorrow, which is a decisive factor for securing future business success.



Credit: Kompetenzzentrum Technik-Diversity-Chancengleichheit e. V.

Education

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Community: Doosan Day of Community Service

In April 2019, Doosan Lentjes continued to make a positive difference to local communities. At all company locations, including Ratingen, Radebeul as well as Prague, employees carried out social activities. The activities included painting classrooms and facilities, providing food for people in need and supporting carpentry work for social organizations.

The activities were part of the Doosan Day of Community Service which is a Doosan-wide global initiative held once a year to raise awareness of CSR among all Doosan employees throughout the world.

People from across several Doosan businesses in a number of countries contributed in the Doosan Day of Community Service volunteering their time in support of local communities.

Community
provides us with a framework for making a positive difference in those communities in which we work.

*Impressions of the activities of the
Doosan Day of Community Service*



Community: Make-a-Wish Christmas Tree Campaign

In 2019, Doosan Lentjes continued his established tradition of the Make-a-Wish-Christmas Tree Campaign: Children from families with low income and difficult living conditions, who were cared for by the social organisation Caritas in Ratingen, were invited to write down their Christmas wishes. The coloured cards on which the wishes were written were hung on the branches of Doosan Lentjes' office Christmas tree.

The employees who intended to be part of the children's welfare were able to contribute to making Christmas unforgettable for them by fulfilling their wishes. All gifts were collected wrapped in pretty Christmas paper and handed over to the children in mid-December.

Thanks to the support of the employees, it was possible to fulfil more than 40 wishes and thus make the children's eyes shine in the pre-Christmas period.

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Community: Book Sale for „Doctors without Borders“

In 2013, we established the internal book market, which has become an integral part of our CSR activities over the time: In our canteen, there are located four bookshelves where employees can bring books, they no longer need. Anyone interested in these books can purchase them for a small fee. The money collected is being donated to the „Doctors without Borders“ campaign, which takes care of people affected by armed conflicts, epidemics, healthcare exclusion and natural or man-made disasters.

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Community: Furniture Donations

Doosan Lentjes donated furniture to a secondary school in Neukirchen-Vluyn. The Julius-Stursberg-Gymnasium was very happy about the donation, as with more than 800 students there is always a great need for new equipment.

The donated items included monitors, tables, sideboards, chairs, cupboards, mobile containers and floor lamps. In addition, a large info-cube was part of the donations. The furniture will be used for both classrooms and administration rooms.

A total of four trucks full of furniture has been donated.

The 800 pupils of the Julius-Stursberg Gymnasium in Neukirchen-Vluyn were delighted with the furniture.

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Community: “500 lids against polio”

Until mid-2019, Doosan Lentjes participated in the campaign „500 lids against polio“. The initiative collected lids made of high-quality plastics and used the proceeds from the sale of the lids to support charitable and non-profit projects, with a focus on the „End Polio Now“ program, which aims to prevent children from contracting polio worldwide. The goal was thus the worldwide eradication of the disease. The donation of 500 plastic caps corresponded to one vaccination dose.

Thanks to the active support of the employees, Doosan Lentjes was able to donate a total of more than 10,000 lids, which corresponds to 20 vaccine doses.



Logo credit: <https://deckel-gegen-polio.de/>

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Environmentally friendly steam and power generation in 360°

Visit our homepage and experience in 360° how our plants enable environmentally friendly steam and power generation around the globe. To start the tours, please enter the address below in your internet browser and open the Virtual Doosan World.

www.doosanlentjes.com

Doosan Lentjes

Doosan Lentjes is a global provider of processes and technologies for energy production from renewable and fossil fuels. The company's specific areas of expertise include circulating fluidised bed boilers, key technologies for the generation of energy from waste and sewage sludge, as well as, flue gas cleaning systems. Doosan Lentjes' technologies have been pioneering energy solutions for 90 years and convert millions of tonnes of waste into energy every year.

The company's Corporate Social Responsibility (CSR) programme is built on three pillars: Education, Sustainability and Community. Education embraces our commitment to people development and to the promotion of science, technology, engineering and mathematics (STEM) subjects amongst young people. Our Sustainability efforts focus on minimising the environmental impact of our operations and prioritising product quality, health and safety. Our focus on Community provides us with a framework for making a positive difference in those communities in which we work.

Doosan Lentjes is part of a powerful combination of companies, united under the Doosan Group to deliver complementary technologies, skills and value to customers the world over.



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