Doosan Lentjes

Corporate Social Responsibility Report 2021

DOOSAN

Contents

Responsible for the CSR report:
Board of Management, Marketing & QHSE

Report will be published in September 2022

PROUD GLOBAL DOOSAN

Doosan Credo

Global leader in CSR

Perception as an excellent employer and exemplary corporate citizen

Growth of business ↔ **Growth of people**

People

People are at the centre of everything we do. Our efforts are directed at all the people we influence through our entrepreneurial existence. The aim is to create an environment that promotes motivation and creativity and gives the highest priority to physical and mental well-being.

Sustainability

Sustainability is the foundation of our business model. Our products, services and processes are designed to reduce our environmental impact. We therefore pursue a consistent reduction of our carbon footprint.

Charity

Charity reflects our attitude. Wherever possible, we try to help others.

CEO Message & CSR Strategy

We are pleased to share our Corporate Social Responsibility (CSR) Report for the year 2021.

The year was dedicated to the implementation of our revised CSR strategy. The goal was and is to link our business activities even more closely with our activities in the area of social responsibility. We do not see CSR as an “add on”, but as an integral part of our corporate strategy and processes. We work consistently to establish and implement the ideas of socially responsible action along our entire value chain.

In doing so, we strive to create a world that is characterised by mutual respect. In this world, people live and do business in harmony with the environment and nature. To this end, our CSR strategy is based on three central pillars, which we have prioritised and adapted to these goals.

First pillar: In accordance with our mission, we give people the highest priority and make them the focus of our actions. Our efforts are directed at all the people we influence through our entrepreneurial actions. The goal is to create an environment that promotes motivation and creativity and gives the highest priority to physical and mental well-being.

The second pillar focuses on sustainability and environmental protection, which we understand as the foundation of our business model and activities. Along our entire value chain, we emphasise the highest environmental standards and the reduction of our ecological footprint.

Charity forms the third pillar of our CSR activities. With this element, we follow our conviction that it is our corporate duty to help where help is urgently needed - regardless of whether it is in our immediate neighbourhood or on other continents.

Everything we do as part of our corporate social responsibility is in line with the activities of our Doosan colleagues around the world. Together, we are pursuing the goal of becoming a leading company for CSR.

We hope you enjoy reading this report. You can also find more detailed information in the Integrated Report of our parent company Doosan Enerbility.

Yours sincerely and stay healthy

Dirk Stokvis
CEO

Dirk Stokvis
CEO

Company Profile & History

Doosan Lentjes provides proprietary environmental technologies for thermal waste treatment and energy generation. Our areas of expertise include the incineration of renewable fuels such as waste, sewage sludge and biomass, heat recovery systems and flue gas cleaning equipment. We deliver flexible solutions for long-term waste disposal safety and climate-friendly steam and power generation.

As a member of the global Doosan Group, Doosan Lentjes is part of a strong international network of companies providing complementary technologies, skills and value to customers the world over.

People | Sustainability & environmental protection | Charity

Doosan Lentjes GmbH
Daniel-Goldbach-Str. 19
40880 Ratingen, Germany
Tel.: +49 (0) 2102 166 0
DL.info@doosan.com
www.doosanlentjes.com

1928 – Ferdinand Lentjes founds the company as a boiler manufacturer

1955 – Establishment of the Lentjes Charity Foundation

1982 – The company plans, builds and commissions the world's first commercial CFB[1] boiler

1984 – Takeover of Gottfried Bischoff GmbH - a specialist for FGC[2] technology

1989 – Entry of the company into the market for thermal waste treatment based on grate technology

2011 – The Doosan Group takes over the company - renaming to Doosan Lentjes

2020 – Doosan Lentjes wins another contract for the supply of a thermal waste treatment plant in the Polish market - Olsztyn - securing market leadership in the country

2021 – Expansion of market leadership in Poland with the order to supply technology for the WtE[3] plant Warsaw

Contract win in Wiesbaden: Doosan Lentjes is responsible for planning, delivery, installation and commissioning of the new waste-to-energy plant in the Hessian state capital (Germany)

[1] Circulating fluidised bed
[2] Flue gas cleaning
[3] Waste to energy

Business Development & Strategy

The Doosan Lentjes Group is active in international plant construction and is involved in the sale, planning, construction and commissioning of complete and/or partial plants for energy, waste disposal and environmental technology.

The Doosan Lentjes Group consists of Doosan Lentjes GmbH, Ratingen, and its subsidiary, Doosan Lentjes Czech s.r.o, Prague/Czech Republic.

Depending on the project or region, Doosan Lentjes is involved in projects as a technology supplier, EPC (engineering, procurement and construction) or general contractor. The latter mainly in strategic partnerships. Doosan Lentjes is flexible in its cooperation with international general contractors, including Doosan Enerbility, of which Doosan Lentjes has been a member since 2011.

Based on proprietary technologies, Doosan Lentjes realises grate-based waste incineration plants for the environmentally sound disposal of non-recyclable municipal waste. In the field of thermal sewage sludge treatment, the company offers mono-incineration solutions based on stationary fluidised bed technology. Demand for such plants has risen sharply in the German market due to new legal regulations. In addition, Doosan Lentjes builds power plants fired with alternative or renewable fuels using circulating fluidised bed technology. To reduce emissions from thermal waste treatment or sewage sludge incineration plants, power stations or industrial plants, the company supplies dry, semi-dry and wet flue gas cleaning processes, as well as denitrification systems and heat extraction solutions.

Plant components designed by Doosan Lentjes are manufactured by subcontractors or by production facilities within the Doosan Group and delivered directly from these to the respective construction sites for erection by erection companies commissioned by Doosan Lentjes. Ongoing supervision of production and assembly is carried out by Doosan Lentjes.

Doosan Lentjes also offers pure engineering services. Customers request additional engineering services, such as feasibility studies and planning services, which can lead to follow-up orders in the above-mentioned form.

Doosan Lentjes has two laboratories of its own for carrying out experimental investigations, in which process developments and optimisations as well as fluid mechanical investigations on models are carried out. In addition, theoretical and computational approaches are used to investigate possibilities for improving operating behaviour and costs for the technologies offered by Doosan Lentjes.

Doosan Lentjes is involved in supply and execution projects in Western and Eastern Europe as well as Asia. Consequently, developments in the global environment are of importance to the company.

The ongoing global Corona pandemic has also had an impact on Doosan Lentjes' business in 2021. Local lockdowns and high infection rates worldwide had a significant impact on the established supply chains and availability of personnel. The effects were reduced availability of components and materials combined with sharply rising prices, extended delivery times and limited transport capacities, especially to and from Asia.

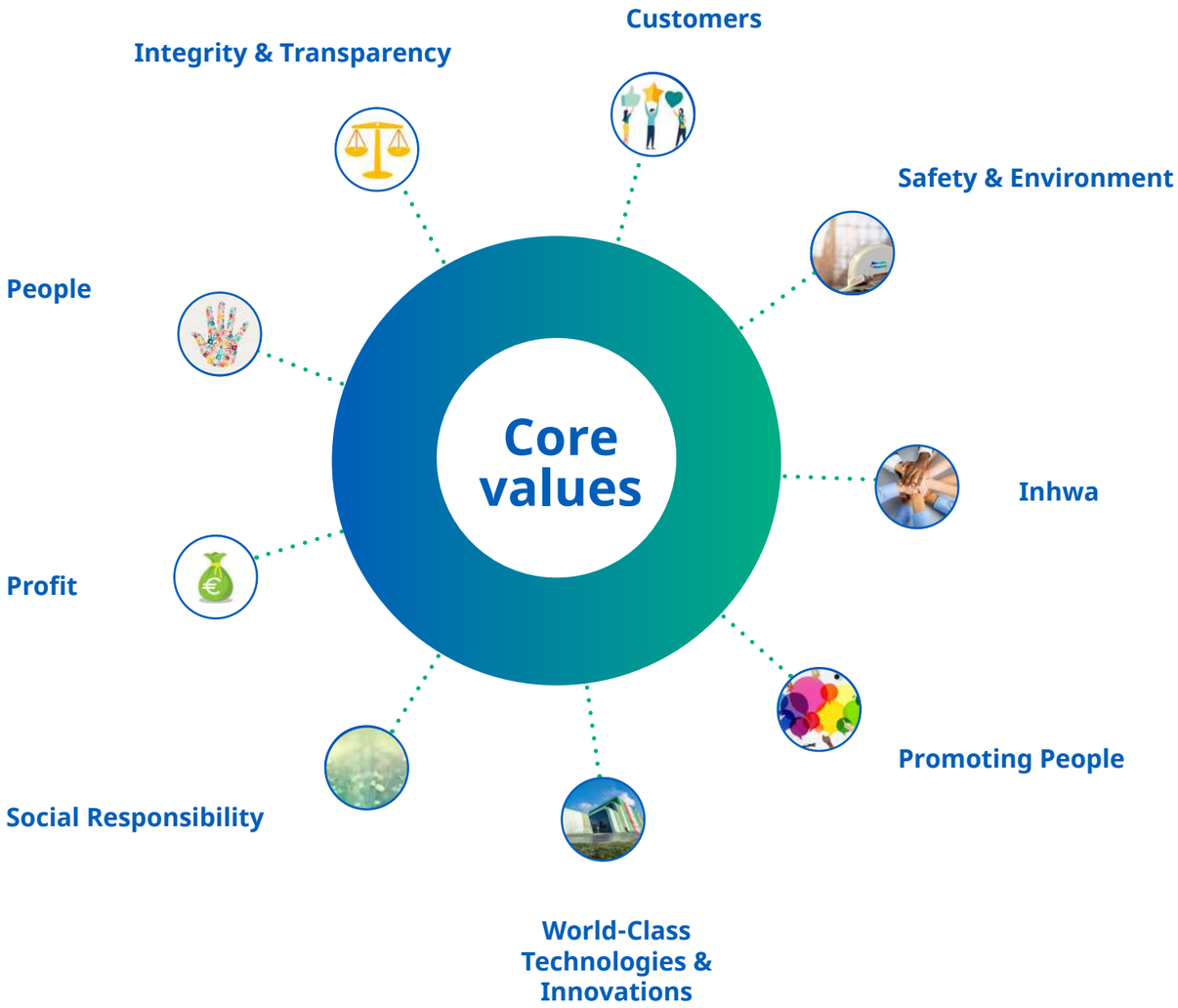
View of the headquarters of Doosan Lentjes in Ratingen

Doosan Credo

Doosan Lentjes is committed to the Doosan Credo, which is our corporate philosophy. The Doosan Credo is the DNA of our business and the guiding principle for our behaviours and decisions. The Doosan Credo has been the foundation of Doosan's success for a century.

At the core of the Doosan Credo are nine core values that we always live, wherever we operate, in order to achieve our ultimate goal of becoming a "Proud Global Doosan" - a company that all people who are connected with it are proud of. Customers because of the high quality products and services; shareholders because of the fair profits; employees because of the strong and respectful corporate culture.

As part of the Doosan Group, we are proud of this solid mission statement that gives us clear direction in operational and strategic management.



Doosan Credo

Core values

→

Proud Global Doosan

Goal

We live the nine core values always and everywhere we operate to achieve our goal of becoming a Proud Global Doosan

Management System & Stakeholder Communication

Doosan Lentjes has developed its CSR strategy based on the interests of its stakeholders. The Integrated Management System (IMS) as a strategic management tool combines methods and tools for compliance with the respective requirements from different areas such as quality, occupational safety and environment in a uniform structure and forms the basis for all management decisions. Doosan Lentjes' IMS is certified by TÜV in accordance with the applicable guidelines under ISO 45001:2018 (occupational health and safety), ISO 9001:2015 (quality) and ISO 14001:2015 (environmental protection).

To engage with our stakeholders, we use a variety of different communication channels. The individual stakeholders and the communication channels used in each case are shown in the figure.

TÜV NORD
TÜV NORD CERT GmbH
DIN EN ISO 9001/14001/DIN ISO 45001
Freiwillige Zertifizierung

STAKEHOLDER	INDIVIDUAL STAKEHOLDER	COMMUNICATION CHANNELS
Shareholders	■ Doosan Enerbility	■ Face-to-face meetings/video conferencing / email ■ Workshops ■ Website
Customers	■ Doosan Enerbility ■ EPC companies / energy suppliers / IPPs ■ Waste management companies ■ Local / regional governments	■ Roadshows, exhibitions and conferences ■ Face-to-face meetings / video conferencing / email ■ Local and global trade press ■ Website and social media
Employees	■ Employees at the head office ■ Employees of the branches ■ Employees of the subsidiaries	■ Staff meetings ■ Face-to-face meetings / video conferencing / e-mail ■ Intranet and staff magazine
Suppliers	■ National and international suppliers ■ Strategic partners ■ Occupational health services ■ Suppliers in the Doosan Group	■ Trade fairs ■ Congresses and conferences ■ Local and global trade press ■ Face-to-face meetings / video conferencing / email ■ Website and social media
Local Communities	■ Residents ■ Social organisations ■ NGOs	■ Programmes in conjunction with social welfare centres ■ Social Day ■ Local media
Government / Authorities	■ Central / local governments ■ Authorities / related organisations ■ Insurance companies	■ Website ■ Local and global trade press ■ Trade associations
Competitors	■ National and international competitors	■ Exhibitions and conferences ■ Local and global trade press ■ Website and social media ■ Trade associations

Implementation of CSR Strategy

Our Environmental Technologies

For Doosan Lentjes, protecting people and the environment is a top priority and is embedded in the business model. The company's environmental technologies contribute in various ways to reducing humanity's ecological footprint and ensuring a healthy and liveable future for generations to come.

Thermal waste treatment / waste-to-energy

Our thermal waste treatment solutions help to dispose of non-recyclable municipal waste in a safe and environmentally friendly way. According to the European waste hierarchy, thermal treatment is part of a sustainable waste management concept that is given priority over simple landfilling. By thermally treating residual waste, waste incineration plants make an important contribution to human health and to efforts to reduce humanity's ecological footprint.

Since only waste that is no longer recyclable or contaminated is fed into the process, it helps to rid the circular economy of hazardous or unusable materials. At the same time, thermal treatment ensures that residual waste does not end up in landfills. This has a positive impact on the environment, as landfilling produces toxic methane gases (greenhouse gases) that are 86 times more harmful than CO_2 over a 20-year period.

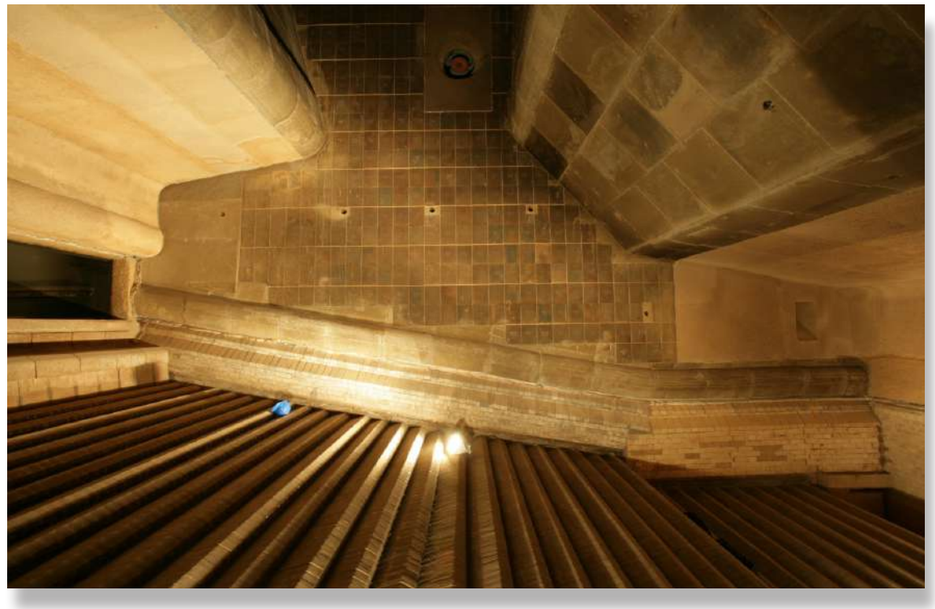
During incineration, the energy contained in the waste is harnessed to generate electricity and heat. Since more than half of the energy contained is of biogenic origin, it is biomass, the use of which contributes to achieving the renewable energy targets. The use of the energy also saves CO_2 emissions that would otherwise be produced by burning climate-damaging fossil fuels. The recovered energy can be used for industrial, commercial or municipal purposes.

In addition, the bottom ash produced during incineration is increasingly fed into recycling processes, e.g. as road construction material or as an additive for cement raw materials and in concrete production. Valuable metals can also be recovered from the bottom ash. The possibilities of energetic and material recycling make it possible to use fewer primary raw materials and new fuels.

Thermal sewage sludge treatment

Our solutions for the mono-incineration of sewage sludge contribute to the sustainable and safe disposal of municipal and other sewage sludge. Sewage sludge contains valuable phosphorus, which is classified by the EU as a critical raw material and which cannot be recovered by co-incineration, e.g. in waste incineration plants, coal-fired power plants or cement works, but only by mono-incineration. The heat generated during incineration is used for the self-sufficient operation of the plant and can also be used to generate electricity and district heating.

In addition, sewage sludge contains significant amounts of harmful endocrine substances such as painkillers, ovulation inhibitors and antibiotics. When disposed of in simple landfills or applied in agriculture, the endocrine disruptors therefore remain in the food chain and can harm human health by disrupting growth and development or negatively affecting reproduction.



Reciprocating grate, used for the thermal treatment of municipal waste in the waste-to-energy plant Frankfurt/Main, Germany

Stationary fluidised bed furnace for the incineration of municipal sewage sludge (sewage sludge incineration plant, Pierre Benite, France)

However, our sewage sludge incineration processes contribute to the destruction of these substances through the high temperatures and thus remove them from the chain.

Circulating fluidised bed boiler technology

With our circulating fluidised bed (CFB) boiler technology, we offer a flexible solution for the (co-)combustion of alternative and renewable fuels. These include solid secondary fuels and substitute fuels, biomass, paper sludge or waste coal, petroleum and refinery by-products. These fuels not only contain valuable energy that can be used to efficiently utilise existing resources. Their use also supports efforts to reduce dependence on fossil fuels and shape the global energy transition. In addition, feeding these products into thermal treatment makes it possible to reduce the need for landfill, which has a positive effect on the methane gas balance. A low combustion temperature of 850° and a staged air supply prevent the formation of thermal NO_x. Sulphur dioxide emissions can be reduced by adding limestone directly to the combustion chamber.

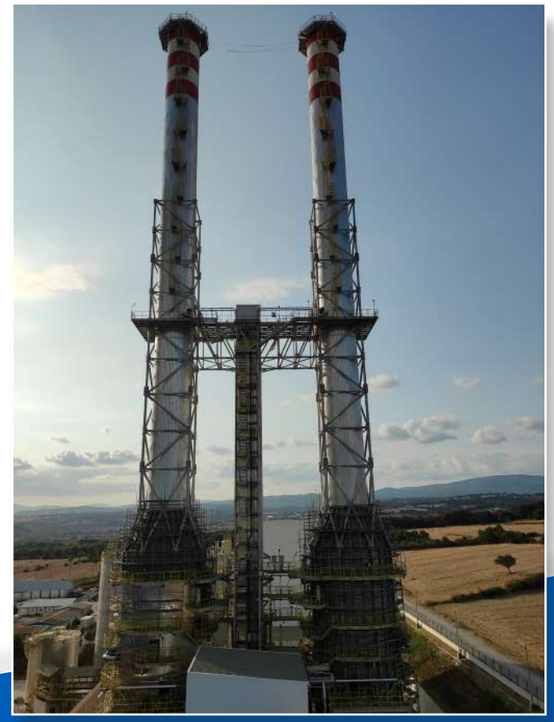
Flue gas cleaning systems

Doosan Lentjes offers modern flue gas cleaning systems for waste and sewage sludge incineration plants, power stations and industrial facilities. Our competences include both (semi-)dry and wet processes for the separation of particles and pollutant gases as well as technologies for denitrification and possibilities for heat extraction from flue gases. These processes ensure compliance with the revised, stringent European BREF (Best Available Techniques References) emission guidelines. Depending on the application, pollutants such as acid gases, hydrocarbons, heavy metals and nitrogen oxides (NO_x) are reliably removed.

The type of pollutants, emission limits and operating conditions are monitored in real time by regulatory institutions.

We are proud that our environmental technologies support the ideas of a circular economy and make an important contribution to the implementation of the energy transition.

Boiler with circulating fluidised bed, used in a power plant in Berlin, Germany



Plant for desulphurisation of flue gases with wet limestone, installed in a power plant in Can, Turkey

Our Projects

Using proprietary environmental technologies, Doosan Lentjes is currently executing a number of different projects.

In the field of thermal waste treatment, Doosan Lentjes is supplying the new waste-to-energy plant in Wiesbaden, Germany. As general contractor, the company is responsible in consortium with a strategic partner for the turnkey planning, delivery, erection and commissioning of the entire plant. After completion, which is planned for 2024, the new WtE plant will thermally process around 200,000 tonnes of municipal and commercial waste from the greater Wiesbaden area per year. The new plant will not only generate electricity, but also feed additional heat into the Wiesbaden district heating network. This will make it possible to shut down the thermal power plants currently still running on fossil fuels in the city.

In Dinslaken, a new wood-fired combined heat and power plant (CHP) is currently being built with significant participation by Doosan Lentjes, which will thermally treat about 257,000 tonnes of waste wood (class I-III) per year after completion. The use of our effective combustion technology ensures that a maximum of the climate-friendly energy contained in the wood can be used for sustainable electricity and heat generation. This will reduce the proportion of fossil fuels and save more than 125,000 tonnes of CO_2 per year, helping the City of Dinslaken to pursue its strict decarbonisation policy. The modern flue gas cleaning system from Doosan Lentjes will ensure compliance with emission limits according to the revised European BREF (Best Available Techniques References) documents. Acid gases, hydrocarbons and heavy metals are treated and separated in the Circoclean® reactor, while a selective catalytic reduction removes nitrogen oxides.

In the Polish city of Olsztyn, Doosan Lentjes, together with its parent company Doosan Enerbility, is delivering a new waste-to-energy plant that - when completed - will thermally treat up to 110,000 tonnes of RDF from the region. The new power plant will meet about 30% of the district heating demand in the region and will help to compensate for the heat loss that will come with the closure of the local coal-fired Michelin power plant. This will ensure a continuous reliable and secure supply of district heating to the population. The plant, which is co-funded by the EU, will meet all European requirements in terms of recycling and disposal while complying with emission limits as per the new BREF documents.

In the Polish capital Warsaw, Doosan Lentjes is involved in the realisation of the new WtE plant as the technology provider for grate and boiler. The new plant will consist of two lines that will thermally process a nominal total of 265,200 tonnes of municipal waste per year and will make a significant contribution to improving the local waste management infrastructure.

For a new 75MW biomass power plant in the Japanese city of Sodegaura, Chiba Prefecture, Doosan Lentjes is supplying its circulating fluidised bed boiler technology. When completed, the new power plant will not only provide environmentally friendly electricity for the region, but will also support Japan's policy of an energy policy focused on reducing its carbon footprint.

Visualisation of the new waste-to-energy plant in Wiesbaden, Germany

CHP Dinslaken, Germany

Visualisation of the new waste-to-energy plant in Olsztyn, Poland

Visualisation of the new waste-to-energy plant in Warsaw, Poland
Credit: MPO Warsaw

Sodegaura biomass power plant, Japan

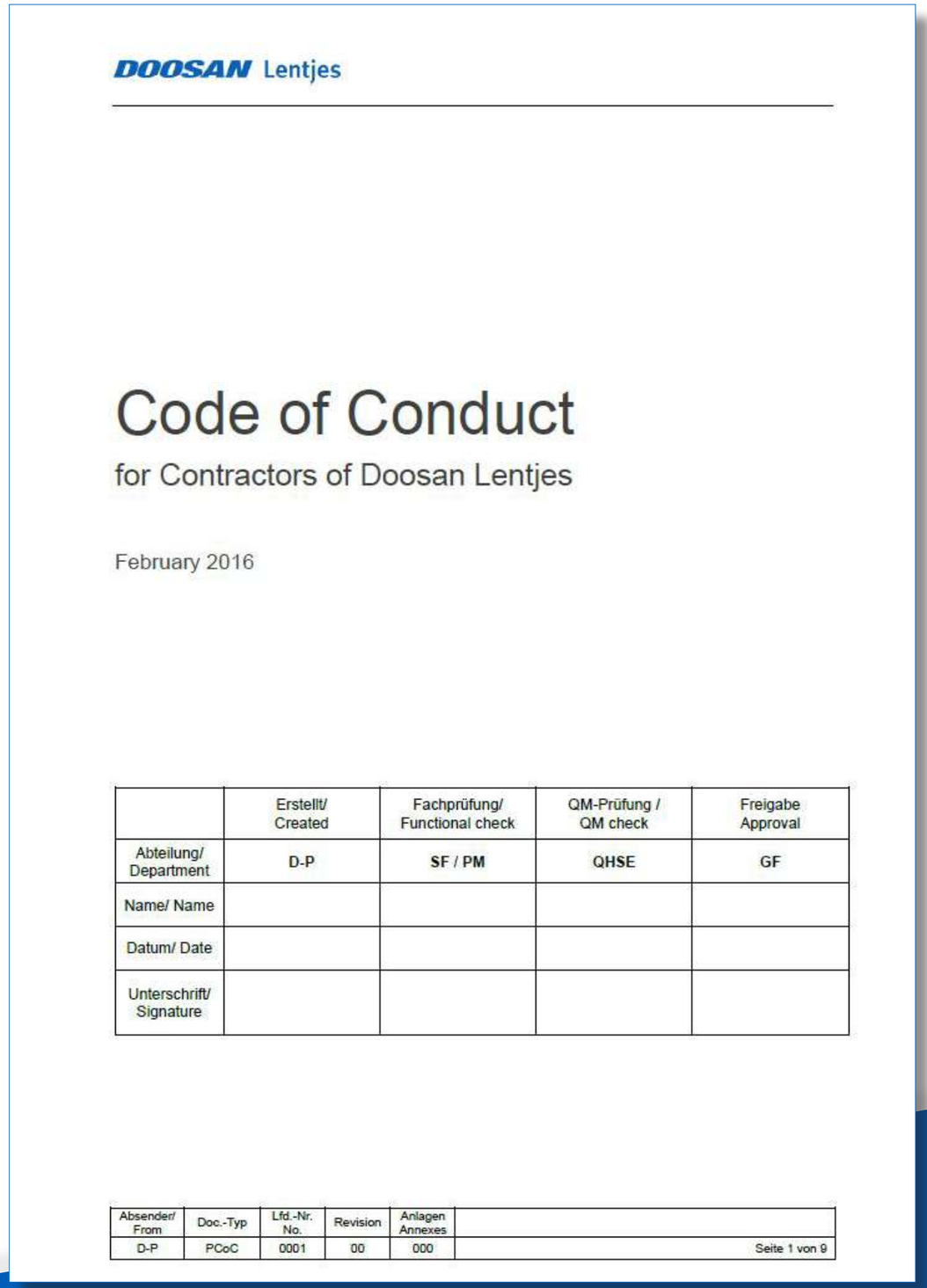
Code of Conduct for Contractors

Our “Code of Conduct for Contractors of Doosan Lentjes” has been developed to ensure that our subcontractors or service providers meet the highest standards in their part of the value chain. The paper defines our basic requirements in the areas of human rights, working conditions, environment and business integrity. It is based on the Doosan Code of Conduct, which sets out the guidelines for responsible corporate governance applicable to all Doosan subsidiaries, and the principles of the United Nations (UN) Global Compact.

Human rights include the prohibition of child labour and forced labour, and the freedom of association and collective bargaining for employees. In addition, employees must not be discriminated against on the basis of their skin colour, gender, language, religion or a number of other characteristics. Our suppliers must also commit to providing a workplace that is free from harassment and abuse, and they must pay for their employees’ working hours in accordance with applicable laws or industry standards. In addition, they must ensure that a safe and healthy working environment is provided, including protection from fire, accidents and toxic substances. Our contractors must also be aware of current environmental requirements regarding the ecological impact of their operations, products and services and ensure compliance with the law.

And it is important that companies who want to work for us adopt ethical approaches in every aspect of their business, including business relationships, standards, procurement and operations. In this context, business integrity must be ensured, relevant information must be disclosed and intellectual property must be protected.

When negotiating and contracting with our subcontractors and service providers, their signature is required on the Code of Conduct for Contractors of Doosan Lentjes, which promotes awareness and deeper engagement with the issues raised.



DOOSAN Lentjes

Code of Conduct

for Contractors of Doosan Lentjes

February 2016

	Erstellt/ Created	Fachprüfung/ Functional check	QM-Prüfung / QM check	Freigabe Approval
Abteilung/ Department	D-P	SF / PM	QHSE	GF
Name/ Name				
Datum/ Date				
Unterschrift/ Signature				

Absender/ From	Doc.-Typ	Lfd.-Nr. No.	Revision	Anlagen Annexes	
D-P	PCoC	0001	00	000	Seite 1 von 9

Front page of the Code of Conduct document

Environmental Protection

Doosan Lentjes operates an environmental management system certified by TÜV Nord according to ISO 14001, which aims to reduce the environmental impact of our business activities and processes in line with internationally recognised standards and to continuously improve the processes used.

Our initial focus is on the consistent optimisation of our products and technologies from an environmental point of view. In doing so, we consider the entire cycle of our plants, from development and planning to operation and dismantling. In the area of engineering, we strive to consistently reduce the need for building and construction materials for our plants, for example through resource-saving value engineering.

With regard to thermal waste treatment, measures were implemented in the reporting period to further reduce the emission-related impact on the environment. For this purpose, the “Product Enhancement Boiler” programme was further developed, among other things with the aim of reducing the CO_2 content of the flue gas, which is equivalent to a reduction in the flue gas volume flow and thus a lower impact on the environment.

Another example of design optimisation is the new concept of adjustable absorber nozzles. This concept gives plant operators more flexibility with regard to fluctuations in fuel properties on different time scales and reduces investment and maintenance costs. This flexible and quick adjustment of the nozzle design offers new possibilities for boiler operation in the face of changing fuel properties. The air nozzle injection system ensures the required post-combustion of the combustible flue gas components and a uniform temperature distribution.

Another project addresses the optimisation of the Circoclean® reactor and filter. The aim of this measure is to increase competitiveness in the field of flue gas cleaning, among other things by reducing the overall heights, modularising and increasing the degree of prefabrication for the high-pressure filter and the Circoclean absorber.

These optimisation projects show very clearly that environmental protection and business activities are closely interlinked and that targeted environmental protection measures can have a positive effect on competitiveness and thus on business success.

With regard to business trips, the Corona pandemic has shown that a permanent reduction in travel activities is possible and makes sense. All business trips that were not absolutely necessary were replaced by video conferences during the reporting period. This not only saved costs, but also minimised the ecological footprint caused by air travel.

The expansion of mobile working to 100%, which also became necessary last year due to the Corona crisis, has avoided work routes where pollutants would have been emitted, e.g. through the use of cars. This regulation, which we will continue to apply in parts even after the Corona crisis, has also led to a reduction in the CO_2 footprint.

TÜV NORD

CERTIFICATE

Management system as per
DIN EN ISO 14001 : 2015

The Certification Body TÜV NORD CERT GmbH hereby confirms as a result of the audit, assessment and certification decision according to ISO/IEC 17021-1:2015, that the organization

Doosan Lentjes GmbH
Daniel-Goldbach-Str. 19
40880 Ratingen
Germany

DOOSAN Lentjes

operates a management system in accordance with the requirements of ISO 14001 : 2015 and will be assessed for conformity within the 3 year term of validity of the certificate.

Scope

POWER PLANTS, ENERGY- AND ENVIRONMENTAL TECHNOLOGY PLANTS
Engineering, Erection and Service of Process Units and Power Plants;
Research and Development in the field of Power Plant,
Energy- and Environmental Technology

Certificate Registration No. 04 104 930060
Audit Report No. 3530 0653

Valid from 2021-02-01
Valid until 2024-01-31
Initial certification 2013

Certification Body
at TÜV NORD CERT GmbH

Essen, 2022-02-14

Validity can be verified at https://www.tuev-nord.de/de/unternehmen/zertifizierung/zertifikatsdatenbank.

TÜV NORD CERT GmbH Am TÜV 1 45307 Essen www.tuev-nord-cert.de

IAF DAkkS Deutsche Akkreditierungsstelle D-ZM-12007-01-00

Certification for the management system according to ISO 14001:2018

Occupational Safety & Health Protection

Our occupational health and safety management system has been certified by TÜV Nord as compatible with the requirements of the new ISO 45001. This has shown that we can effectively integrate occupational health and safety processes into our business practices.

To prevent accidents on construction sites involving Doosan Lentjes, we develop a holistic HSE (Health, Safety & Environment) plan for every contract we execute. This sets out the basic principles and procedures to be followed with regard to safety, health and the environment. Both employees and subcontractors must be aware of the contractually defined rules and strictly adhere to them. A zero tolerance policy is followed in the implementation, i.e. dangerous behaviour or actions by individuals on the construction site are punished. The system uses colour-coded cards, including white, yellow or red cards, which are issued depending on the severity of the misconduct.

White cards are issued, for example, when workers fail to keep a work area clean and safe, do not wear safety glasses on the worksite or use stairs without holding onto the handrails. The issuance of a White Card results in a verbal warning. Using mobile phones while operating equipment or not wearing PPE (Personal Protective Equipment) are some of the behaviours that are punished with Yellow Cards. Red cards mean immediate exclusion from the worksite. Reasons for issuing red cards include threatening or violent behaviour, consumption of alcohol or non-prescribed medication and/or being under the influence of alcohol/drugs during working hours.

In addition, Doosan Lentjes uses a Last Minute Risk Analysis (LMRA) card as another accident prevention measure. An LMRA is a short risk assessment that is carried out immediately before work starts on site. The main objective of the analysis is to raise awareness of potential safety risks and reduce the likelihood of dangerous situations occurring. In addition, all company employees are trained under the Safety Certificate for Contractors (SCC).

During the Corona crisis, the company implemented various measures to reduce the risk of infection with SARS-CoV2 as part of its pandemic management during the reporting period. The goal was to protect employees, customers, business partners and other stakeholders as much as possible from being infected with the virus.

The Corona Committee, which was set up in 2020, regularly carried out a company-specific risk assessment of the situation in order to derive and adapt suitable measures and rules of conduct depending on the respective infection situation. The committee is composed of the management board, QHSE, HR, the works council and other parties. All employees were informed about the results of the consultations by e-mail. In addition, all rules of conduct and other interesting information on this topic were available on the intranet for download and as a printout.

The company also expanded the possibility of mobile working. All employees were equipped with notebooks and could work from home up to five days a week. The IT infrastructure and the capacities created for video conferences facilitated internal exchange, but also communication with external parties.

Other measures to reduce the risk of infection, apart from distance and hygiene regulations, included restricting business trips. These were only allowed in extremely urgent cases and required the explicit approval of the management. In the company buildings, wearing a mouth-nose protection was obligatory if distances could not be kept. Appropriate information was provided on the correct use of the masks.

Personal contact in the workplace was limited. Occupying the offices with more than one person was prohibited. If operational issues required personal appointments, the names of the contact persons had to be recorded. Visitors from risk areas had to show a negative SARS-CoV2 test to be allowed to enter the premises.

The disinfectants available at workplaces, in kitchens and in high-traffic areas were regularly replenished and ready for use. Employees were also advised to install the Corona warning app on company mobile phones.

In addition to these preventive measures, Doosan Lentjes offered all employees the opportunity to be vaccinated. First and second vaccinations were carried out by the Occupational Health Service of TÜV Nord. A total of 12 people took up the offer.

In order to counteract bad posture caused by sitting for too long, various tips were given on ergonomic workplace design and health promotion.

Doosan Lentjes has also concluded a supply contract for computer workstation glasses with the company Fielmann. Employees who need such glasses receive a subsidy of 65 euros.

Once a year, Doosan Lentjes offers all employees the opportunity to be vaccinated against influenza. The vaccinations are carried out by the occupational health service of TÜV Nord. Every three years, all interested employees can also undergo a G37 eye examination to check their eyesight with regard to computer workstation activities and to prevent damage to their health.

The implementation of ISO 45001 offers the opportunity to involve employees even more than before in the topics of occupational safety and health protection. We are therefore focusing on increasing the acceptance of the topics in the workforce by increasingly reflecting on where the standard is applied in everyday work and motivating colleagues to make an important contribution to the implementation and effectiveness of this standard.

In this context, it is also worth mentioning that during the reporting period we launched the series “Two Minutes for Health & Safety”, which is published in the staff magazine LentjesInsight. In each issue, an important health-related topic is addressed and presented to the employees. The series began with specific tips on how colleagues can improve their back, muscle and joint health.

LMRA Card

Certificate for the management system according to ISO 45001:2018

Quality

Our quality orientation is primarily focused on error prevention and on keeping customers satisfied. It aims to avoid complaints, warranty claims, product liability cases, rework and rejects. The quality policy is relevant to the organisational goals of our company as well as to the expectations and requirements of our customers and shareholders. The DIN EN ISO 9001:2015 certification confirms that our efforts in this area are in line with international standards.

Our quality policy essentially comprises the following objectives:

- To meet market requirements while maintaining economic considerations
- To meet our customers' expectations and build trust
- To deliver high quality products reliably and on time, in full compliance with contract and customer requirements
- To take preventive action against possible defects in a product or process
- To identify and record non-conformities in a product or process
- To eliminate weaknesses and improve the quality of our products as an ongoing task at all levels of our organisation

TÜV NORD

CERTIFICATE

Management system as per
DIN EN ISO 9001 : 2015

The Certification Body TÜV NORD CERT GmbH hereby confirms as a result of the audit, assessment and certification decision according to ISO/IEC 17021-1:2015, that the organization

Doosan Lentjes GmbH
Daniel-Goldbach-Str. 19
40880 Ratingen
Germany

DOOSAN Lentjes

operates a management system in accordance with the requirements of ISO 9001 : 2015 and will be assessed for conformity within the 3 year term of validity of the certificate.

Scope

POWER PLANTS, ENERGY- AND ENVIRONMENTAL TECHNOLOGY PLANTS
Engineering, Erection and Service of Process Units and Power Plants;
Research and Development in the field of Power Plant,
Energy- and Environmental Technology

Certificate Registration No. 04 100 930060
Audit Report No. 3530 0652

Valid from 2021-02-01
Valid until 2024-01-31
Initial certification 1993

Certification Body
at TÜV NORD CERT GmbH

Essen, 2022-02-14

Validity can be verified at https://www.tuev-nord.de/de/unternehmen/zertifizierung/zertifikatsdatenbank.

TÜV NORD CERT GmbH Am TÜV 1 45307 Essen www.tuev-nord-cert.de

IAF DAkkS Deutsche Akkreditierungsstelle D-ZM-12007-03-00

Certificate for the management system according to ISO 9001:2015

Your Voice Matters

In 2021, Doosan Lentjes launched a campaign to strengthen the feedback culture under the motto “Your Voice Matters”. The aim was to increase employee satisfaction in the long term and to create more transparency. The project started with a satisfaction survey.

The background for the offensive was manifold: in addition to the high order intake, which is accompanied by a strong increase in the workload of the colleagues, the shortage of skilled workers played a decisive role. As an engineering company, Doosan Lentjes feels this particularly strongly. The question was therefore how the company can make itself attractive to talented people. In order to find out what makes Doosan Lentjes special and unique, employees were asked for their opinions and perceptions. There was a large overlap in the relevant questions with subject areas of the legally required mental risk assessment. The questions were combined to form a comprehensive employee satisfaction survey that provided deep insights into the working realities of the employees. This survey was conducted for the first time in the reporting period, but will be repeated regularly once a year.

In addition to the shortage of skilled workers, the situation surrounding the global Corona pandemic has once again increased the need for a continuous feedback culture. Many colleagues have largely started their new jobs from the mobile office. How they are doing there, where they see strengths and weaknesses of the company, is essential for them to feel part of Doosan Lentjes. But also our existing employees suddenly found themselves in a changed working world - many meetings only took place via MS Teams. The personal exchange and “short official channels” in the coffee kitchen were often no longer possible. It is to be expected that the trend towards decentralised working will continue in the future. The loyalty of employees to the company, taking into account these framework conditions, will play a decisive role in terms of economic success.

In response to the severe shortage of skilled workers and the changing working environments, we have pushed ahead with efforts to establish a stronger and more continuous feedback culture. Our goal is to ensure that our employees perceive themselves as an important and valued part of the company through regular feedback. After all, Doosan Lentjes and its products are only as good as its employees. After all, they are the ones who develop the company’s technologies and build state-of-the-art plants for customers all over the world - in a very competitive environment.

Project leaders Diana Baganz & Linda Azmee motivate people to participate in the employee satisfaction survey - in line with the motto “Your Voice Matters”.

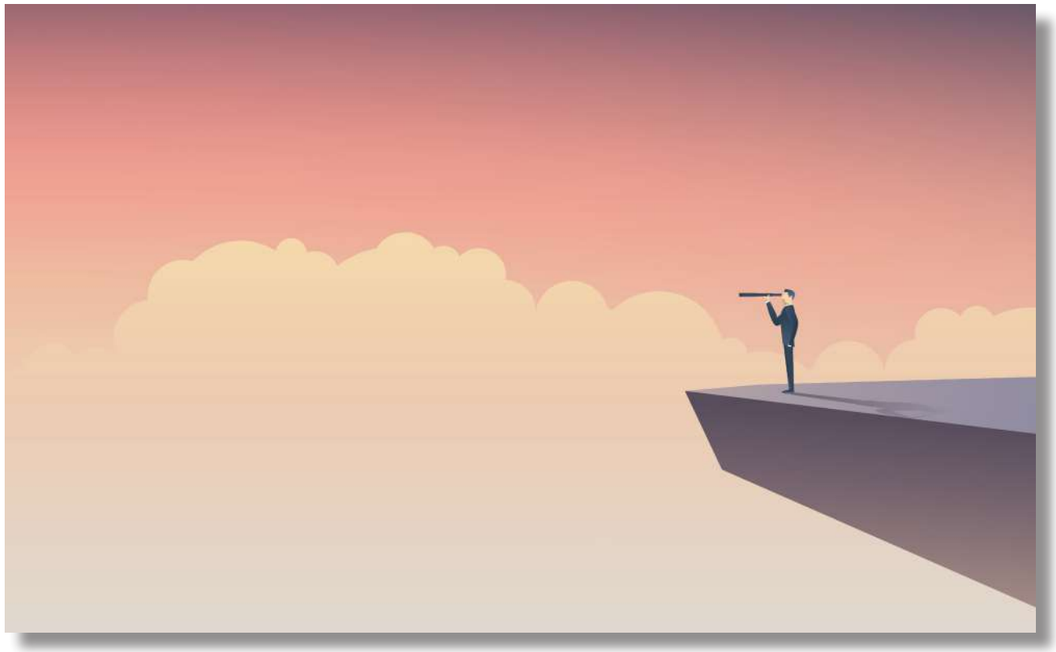
Lentjes Future Talents

The working group “Lentjes Future Talents”, which was already established in 2020, continued to meet regularly during the reporting period. However, due to the Corona pandemic, these meetings were exclusively digital.

The aim of the format is to bring together (young) colleagues and those who are new on board and to invite them to a regular exchange. All participants have the opportunity to present their department, their area of responsibility or specific projects they are involved in.

In the reporting period, the exchange took place six times. Among other things, the participants presented the Wiesbaden waste incineration project, which Doosan Lentjes is currently realising together with its construction partner ARIKON in the Hessian capital. Furthermore, the thermal waste treatment project in Warsaw, for which Doosan Lentjes is supplying the grate and boiler technology, was discussed. Another topic was the multi-stage flue gas cleaning solutions that Doosan Lentjes offers on the market.

The working group gives new colleagues a good insight into the company and its products and also provides space for internal networking.



Summer Party

In September, Doosan Lentjes was pleased to invite its employees to a joint summer party in the courtyard of the company premises. Especially after all the hardships in the course of the Corona pandemic, the party was a nice opportunity for the colleagues to toast the order wins of the past months and to get in touch apart from the daily business. The physical well-being was taken care of: barbecue, classic cocktails and French crêpes invited to a relaxed get-together. For Doosan Lentjes, it was particularly important to express appreciation for the employees through such a celebration.

Company Bicycles

Since 2020, Doosan Lentjes has offered its employees the opportunity to get high-quality leased bicycles or e-bikes through the company. The company bicycles can be used in both a professional and private context. Other family members can also benefit from the offer. With this option, the company wants to specifically promote the health of its employees.

The company bicycles enable a stronger integration of exercise into everyday (work) life and increase performance and motivation. In addition, sustainable mobility management makes an important contribution to air pollution control and traffic relief, which is particularly important in conurbations such as the Rhineland/Ruhr area. Company bicycles produce no exhaust fumes, cause no traffic jams, make no noise and are not responsible for parked-up areas. Nevertheless, they guarantee mobility - a concept we would like to support and expand in the future.

In the reporting period, Doosan Lentjes already has 30 company bicycles in use, and more are in the process of being ordered.

Electric Company Cars

Doosan Lentjes is in the process of replacing its fleet of company cars with environmentally friendly (partially) electric drive systems (e-cars and hybrid vehicles). The vehicles should have the lowest possible CO_2 emissions and ideally correspond to energy efficiency classes A or A+.

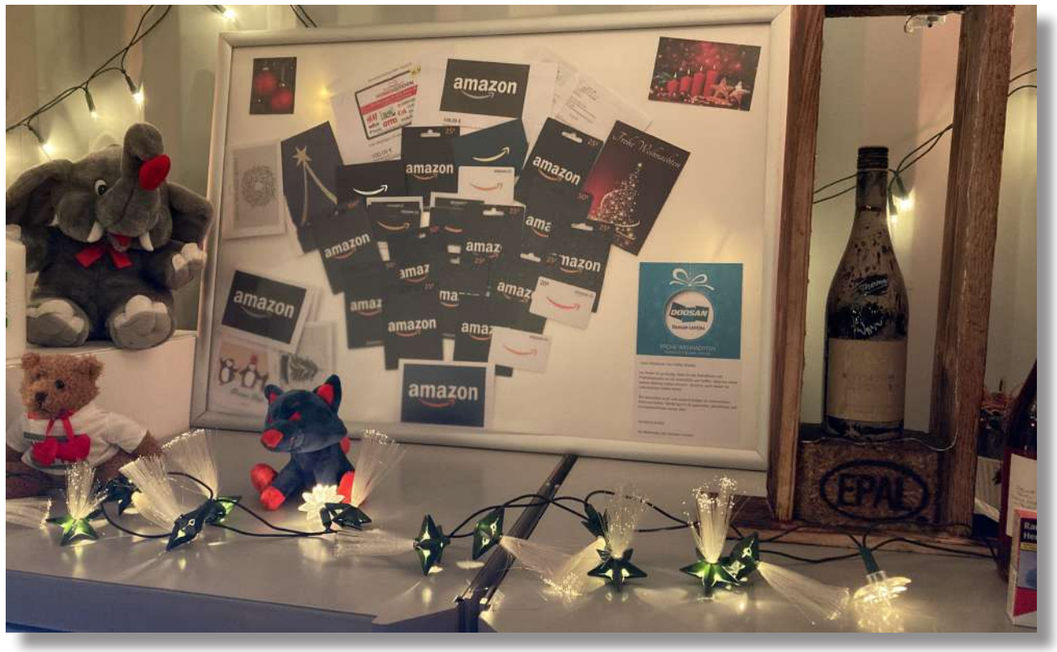
In addition, charging stations for e-cars have been installed on the company premises. All owners of e-service vehicles thus have the opportunity to fill up on green electricity during working hours.

Support for the Flood Victims

In the summer of 2021, a devastating flood disaster hit western Germany and other parts of the Federal Republic. The suffering that the masses of water brought upon the affected regions was immeasurable.

In order to help the affected people - some of whom were even colleagues of Doosan Lentjes - the management decided to give three days off to every employee who had to take care of clean-up work or who wanted to support relief organisations on a voluntary basis.

In addition, the colleagues collected Amazon vouchers worth 2,000 euros, which were used to buy tools for the renovation and clean-up work on site.



City Cycling

In the reporting period, Doosan Lentjes cycled again for a good climate and participated in the annual city cycling event. The aim of city cycling is to cover as many kilometres as possible by bicycle for private and/or business purposes. All kilometres travelled by bicycle count - regardless of whether it is a conventional or an e-bike.

26 colleagues got on their bikes - for more cycling and health promotion, climate protection and quality of life in the municipalities. In total, the employees of Doosan Lentjes cycled 5,550 km in the three weeks during which the campaign took place, thus saving 850 kg of CO_2. With this achievement, Doosan Lentjes was able to enjoy 8th place in the Ratingen district.

Book Market

In 2021, we continued our internal book market. There are four bookshelves in our canteen where employees can bring books they no longer need. Any employee who is interested in these books can purchase them for a small fee. The money collected is donated to Médecins Sans Frontières, which cares for people affected by wars, epidemics, exclusion from health care and natural or human-made disasters. In the reporting period, we donated over 100 euros to the organisation.

Doosan Lentjes

Doosan Lentjes provides proprietary environmental technologies for thermal waste treatment and energy generation. Our areas of expertise include the incineration of renewable fuels such as waste, sewage sludge and biomass, heat recovery systems and flue gas cleaning equipment. We deliver flexible solutions for long-term waste disposal safety and climate-friendly steam and power generation.

As a member of the global Doosan Group, Doosan Lentjes is part of a strong international network of companies providing complementary technologies, skills and value to customers the world over.

DOOSAN

Doosan Lentjes GmbH
Daniel-Goldbach-Str.19
40880 Ratingen, Germany
Tel: +49 (0) 2102 166 0
Fax: +49 (0) 2102 166 2500
DL.info@doosan.com
www.doosanlentjes.com