

The DYWIDAG Spirit

Environmental protection. Social impact. Governance

DYWIDAG is committed to bringing about real, actionable change in the world. The DYWIDAG Spirit represents the driving force behind our ESG initiative: Environmental Protection, Social Impact, and Best-in-class Governance. Whatever the task may be, we will focus on creating positive change with transparency, trust and fair practices. Our decision making is enacted with meaningful processes and genuine consideration to our world.



ENVIRONMENTAL PROTECTION

- **Infrastructure lifecycle**
Increase durability and lifetime with high quality and smart solutions.
- **Waste reduction & Resource usage within DYWIDAG**
Leverage circular business models whenever and wherever we can to limit our environmental footprint.
- **Environmental hazard management within DYWIDAG**
Ensure no contamination or environmental damage through responsible handling of hazardous materials.



SOCIAL IMPACT

- **Fair employment practices**
Provide equal employment opportunities, through fair and transparent internal and external recruitment processes, fair and market-based salary policies and no tolerance for child labor.
- **Safety, health, well-being**
Promote the health and well-being of our employees by providing a safe work environment and focusing on a goal of zero incidents.
- **Diversity**
Implement programs that promote the value of diversity and ensure zero tolerance for discrimination based on: gender, sex, disability, age, religion, ethnical background, etc.



BEST-IN-CLASS GOVERNANCE

- **Antitrust & anti-bribery**
Educate employees and establish processes to increase awareness alongside a zero-tolerance policy for non-compliance.
- **Transparent decision making**
Implement transparent processes which include a timely and broad communication strategy
- **Openness & culture of trust**
Increase focus on employee satisfaction and engagement levels. Encourage an open-door policy and allow for anonymity and no retaliation regarding input.





E ENVIRONMENTAL PROTECTION

FOCUS	WHY?	KPI
<p>INFRASTRUCTURE LIFETIME</p>	<p>Protecting our earth and focusing on our impact on the environment is an important topic for DYWIDAG. Expanding the lifetime of existing asset is environmentally better than replacing it with a new one i.e., less steel, less concrete, less CO2. Therefore, we believe that such focus has important and positive impact on wide range of environmental aspects. DYWIDAG helps asset owners to expand the lifetime of their assets by providing increased corrosion protection, monitoring, and strengthening. Our internal analysis yielded conclusions:</p> <ul style="list-style-type: none"> - Wrapping stay cables by our robots will expand the lifetime of a bridge by an average 15 years. - Monitoring a bridge properly can help asset owners to extend the lifetime by an average 5 years. - Installing additional or replacing existing tendons or cables will extend the lifetime of a bridge by an average 10 years. 	<ul style="list-style-type: none"> • N(wrapping) = No of projects using cable skin within LTM period • N(monitoring) = No of projects using full scale monitoring on existing bridges within LTM period • N(R&S) = No of R&S projects using additional / replaced tendons / cables at existing bridges within LTM period <p>=> Combined KPI:</p> <ol style="list-style-type: none"> 1. Lifetime Extension LE = $N(\text{wrapping}) * 15 + N(\text{monitoring}) * 5 + N(\text{R\&S}) * 10$
<p>WASTE REDUCTION & RESOURCES USAGE WITHIN DYWIDAG</p>	<p>Providing infrastructure related products and services will always have an impact on the environment. But we in DYWIDAG bear in mind that by providing SAFER, STRONGER, SMARTER infrastructure solutions we aim to limit any negative influence.</p>	<ol style="list-style-type: none"> 1. Non-Recyclable Waste / Total waste
<p>ENVIRONMENTAL HAZARD MANAGEMENT WITHIN DYWIDAG</p>	<p>And therefore, we want to monitor, manage and reduce our waste generation. Although there are many factors that impact the environment, we have chosen to start by focusing our attention on non-recyclable and hazardous waste – areas that we can have a direct and significant impact.</p>	<ol style="list-style-type: none"> 1. Spend on hazardous waste disposal / Spend on total waste disposal 2. Volume of hazardous waste disposed





SOCIAL IMPACT

FOCUS	WHY?	KPI
<p>FAIR EMPLOYMENT PRACTICE</p>	<p>Respect and fairness are part of our core values defined in the DYWIDAG Spirit. By monitoring this KPI, we want to make sure that we are living up to these values in our employment practices as well. We want to be able to quickly identify if there are any issues in this area, address them and implement improvements with the highest priority.</p>	<ol style="list-style-type: none"> 1. Number of validated complaints regarding “fair employment practice related to promotion, training opportunities or compensation” reported to the CCO in last 12 months.
<p>SAFETY, HEALTH, WELL-BEING</p>	<p>One of the largest impact on a business can be the health and well-being of its employees. By monitoring sick and injuries related absence days (Group, BUs, region levels etc. (not individual level) we get valuable information re: safety, health and well being of our employees. This will help alert us if any aspect of our processes and operations need improvements and thus the management’s attention.</p>	<ol style="list-style-type: none"> 1. Sick and injuries related absence days / Contractual (scheduled) Working Days
<p>DIVERSITY</p>	<p>In DYWIDAG, we believe diversity within our teams is a great value and opportunity for all of us. Not only our organization will be perceived as open-minded and interesting to be a part of, but also, we in DYWIDAG will benefit from more opinions, points of view and ways of doing things. Diversity encompasses many areas from race to gender to even beliefs and behavior. As part of the construction industry, DYWIDAG recognizes that traditionally this business has been male dominated. Although we are always focused on finding diverse candidates, we would like to focus on an area that we believe has the highest improvement potential. We believe creating a more diverse team will improve our organization and make us more successful.</p>	<ol style="list-style-type: none"> 1. Number of new hired non-male employees / total number of new-hired employees 2. As a subset, engineering background (Technical, Sales, Operations depts): Number of new hired non-male employees / total number of new-hired employees





FOCUS	WHY?	KPI
<p>ANTITRUST & ANTI-BRIBERY</p>	<p>At DYWIDAG we know that transparent, fair market rules are beneficial for all business partners and communities. This is where we must set standards and expectations towards ourselves and all with whom we are cooperating. We have zero tolerance for any illegal practices and behaviors, including breaking anti-bribery and anti-trust policies. In DYWIDAG we respect the laws and rules and so we want to monitor this area, act to improve processes related to it and ensure full compliance.</p>	<ol style="list-style-type: none"> 1. Training coverage for Antitrust & anti-bribery courses <ul style="list-style-type: none"> - all employees - defined business partners 2. Number of validated cases breaking anti-bribery and anti-trust policies reported to the CCO annually.
<p>TRANSPARENT DECISION MAKING/ OPENNESS & CULTURE OF TRUST</p>	<p>One of the largest impact on a business can be the health and well-being of its employees. By monitoring sick and injuries related absence days (Group, BUs, region levels etc. (not individual level) we get valuable information re: safety, health and well being of our employees. This will help alert us if any aspect of our processes and operations need improvements and thus the management's attention.</p>	<ol style="list-style-type: none"> 1. NPS (Net Promoter Score) <ul style="list-style-type: none"> - All employees - Transparent decision making - All employees - Openness & culture of trust + <ul style="list-style-type: none"> - Defined business partners - Transparent decision making

