



Sustainability Report 2020

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1

Introduction

Dana Petroleum is an exploration and production company with operations and interests in the UK, the Netherlands, Denmark and Egypt. We are a wholly-owned subsidiary of the Korea National Oil Corporation (KNOC).

Dana is committed to delivering a high safety performance and protecting our people, our assets, the environment and the communities in which we operate.

We also recognise the importance of good corporate governance and maintaining the highest ethical standards in everything we do.

We comply with all relevant laws and regulations that affect our business activity throughout the regions where we work, and make sure every employee understands what's expected of them as ambassadors of Dana.

But good corporate governance isn't just about legal and regulatory compliance – it's about putting transparency, accountability, fairness and honesty at the heart of our business – and that's fundamental to our success.

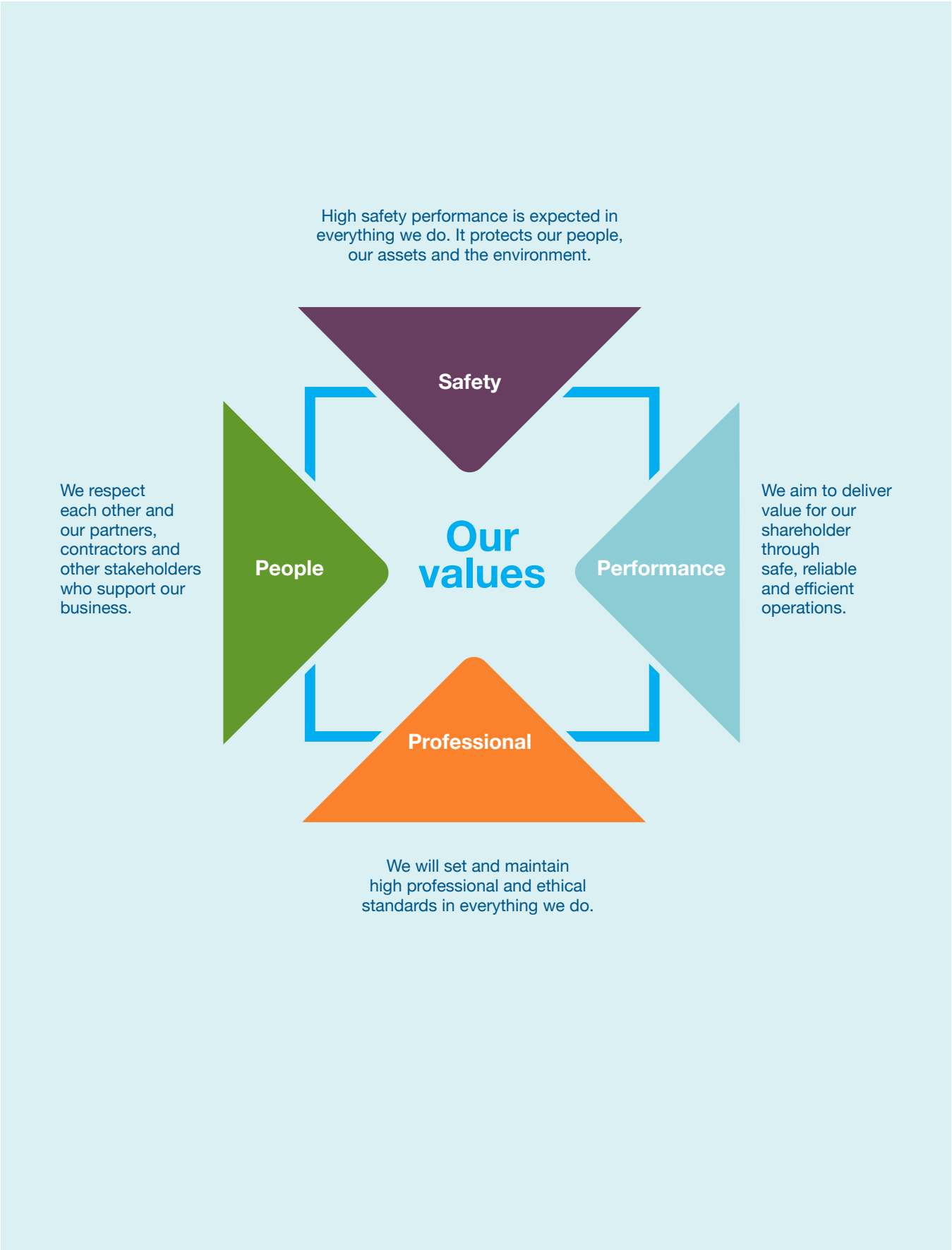
As a company we are committed to our role in helping form part of the 'carbon bridge' to a lower carbon future and supporting the Energy Transition.

See also [KNOC 2020 Sustainability Report](#)



1.1

Our Values

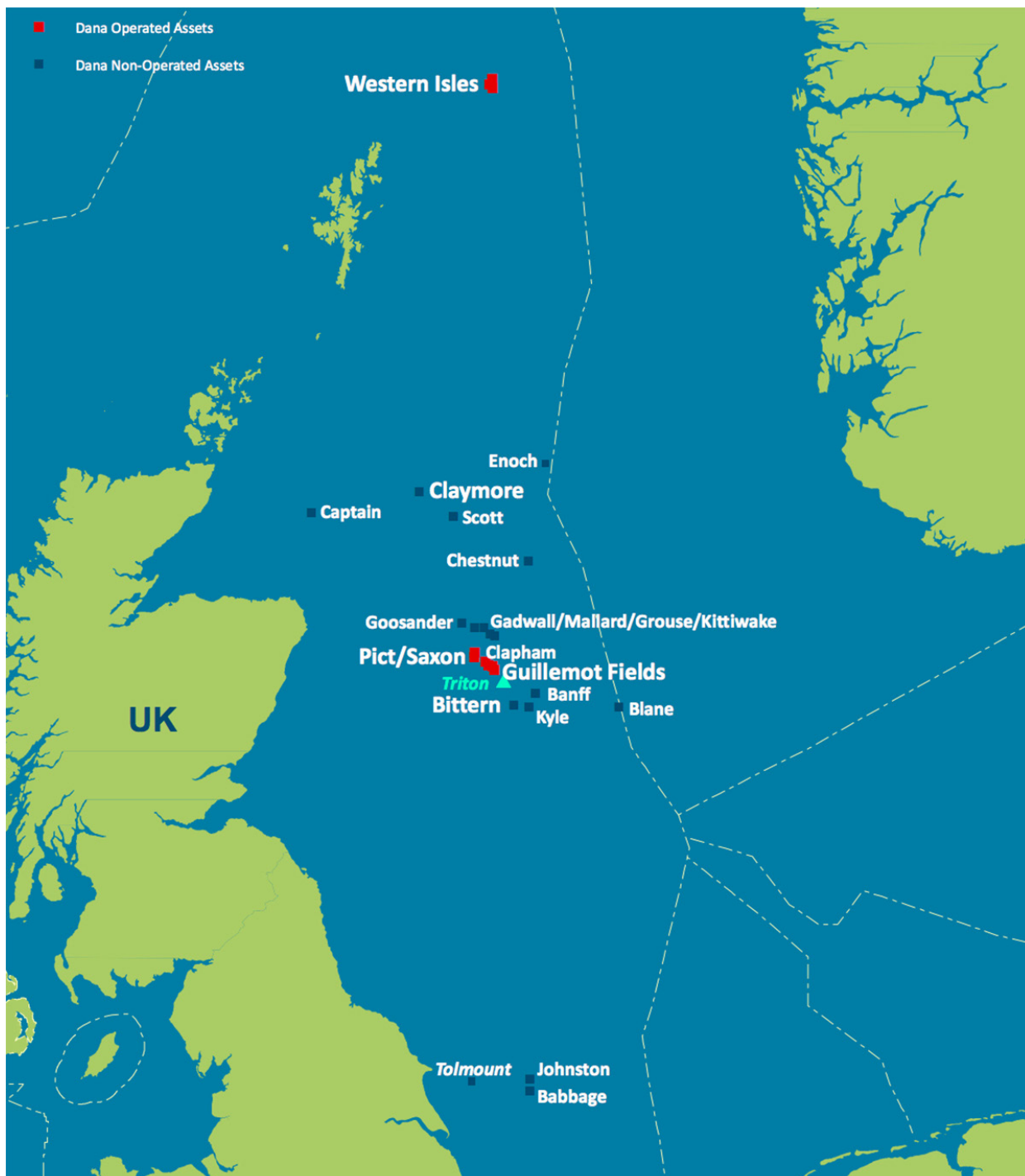


1.2

Where we work

UK

Our portfolio in the UK is made up of various exploration, production and development activities throughout the northern, central and southern North Sea. Dana has interests in 22 producing oil and gas fields, with 11 operated and 18 non-operated licences. Dana operates the Triton and Western Isles floating production, storage and offloading (FPSO) vessels and has a large non-operated portfolio including the Tolmount Development Project.



Egypt

Our business in Egypt consists of a balanced portfolio of operated and non-operated developments in the Gulf of Suez and the Western Desert.

We have eight concessions, four as operator. East Zeit, South October, North Zeit Bay and South Wadi are operated by Zeitco, an Egyptian joint venture company formed between the Egyptian General Petroleum Corporation and Dana. In addition, we have operated development assets through subsidiaries PetroKareem, PetroNefertiti, and Rahmi.



Netherlands and Denmark

Our business in the Netherlands has well established production assets as well as development opportunities.

Dana has interests in 21 oil and gas fields, one exploration license, two potential developments in Denmark, and two in The Netherlands.



2

Materiality

Materiality is a guiding concept for our sustainable development improvement activities and integrated annual reporting processes. It allows us to report a more comprehensive and focused report. We engage with internal and external stakeholders to understand which sustainability topics are relevant to our industry, and most importantly, which are most material for promoting successful and responsible operations.



2.1

Corporate Governance

The Dana Petroleum Board is collectively responsible for the long-term success of Dana Petroleum.

Dana is a wholly-owned subsidiary of the Korea National Oil Corporation (KNOC), and is accountable to KNOC, as owners, for all aspects of Dana's business. The Board recognises that in conducting Dana's business, it will abide by all laws and regulations of the jurisdictions in which it operates.

The Board governs through clearly mandated Board Committees, accompanied by monitoring and reporting systems. The Board monitors the decisions and actions of the CEO under the delegated authority and the performance of Dana, including:

- The implementation of, and performance against, the Strategy and the Plan.
- The Dana risk framework ensuring the material risks are clearly identified, understood and mitigated in line with the risk profile that the Dana Board is prepared to accept to meet the company's vision.
- The effective operation of the Group's approved Code of Business Ethics and the conduct of Dana employees.

The key mechanism for enacting governance and managing the day-to-day activity of Dana is set out in our One Dana Management System (ODMS), the single management system for the whole Dana organisation.

The objective of having a single management system is to enhance alignment of good working practices, the sharing of information and increasing transparency. The system is set up for personnel from all parts of the organisation to find information in a consistent structure. Local requirements and constraints will always require specific content and our ODMS enables this.

The ODMS has been implemented to ensure that Dana's business and operations are sufficiently controlled with respect to: legal and other requirements; and the risks involved. The management system also drives the process of organisational learning and improvement.

2.2

Environment

The global demand for energy continues to grow due to population growth, urbanisation and rising consumption. However, as society starts to transition to a low-carbon economy, we believe that balancing the ongoing need for energy with reduced greenhouse gas (GHG) emissions will continue to require the efficient use of hydrocarbon fuels for some time to come.

At Dana we recognise that we have a role in providing an 'energy bridge' to a greener, net zero future by being a responsible operator, upholding both the spirit and principles of the regulatory frameworks in which we operate. We operate a mixture of new and ageing assets. We strive to operate our older assets as efficiently as we are able, and we employ new technologies on our newer assets to ensure that we are able to minimise the environmental impact of our activities.

2.3

Community

Local communities are key stakeholders for Dana because engagement with them is critical to the success of some of our projects and longer-term operations. We need to understand the priorities and address the concerns communities may have by building strong and mutually beneficial relationships with them.

2.4

Socio-economic

Like all energy companies, Dana needs to find a balance between helping provide energy security with tackling climate change.

Our produced oil and gas provides a range of socio-economic benefits including lighting, heating, cooling, transportation and pharmaceuticals. We believe oil and gas can play a key role in the energy transition and in contributing to the social and economic wellbeing of our host countries, communities, and wider civil society.

2.5

Health and Safety

Prevention of major accidents and reducing the number of hydrocarbon releases, dangerous occurrences and injuries is a top priority. Managing ageing assets and ensuring our plant, equipment and installations remain fit-for-purpose throughout their working lives is an ongoing focus.

We recognise this is about more than just policies and procedures – it is about building and maintaining a strong safety culture among all of our employees, contractors and partners. It is both an aim and an ongoing journey to ensure health and safety is a business as usual activity.

Health and safety is deeply embedded in our value system.

2.6

Human Rights

Dana believes that respecting human rights is the foundation for running a fair and equitable business. This includes respecting the human rights of our own people, those working in our supply chain, our partners, and the wider community.

2.7

Business Ethics

Dana has strong business systems in place to uphold these. However, more than this, sound business ethics help create trusted relationships with employees, suppliers, business partners, and stakeholders. Strong ethical principles are pivotal in meeting our legal obligations and in playing our part as a good corporate citizen.

3

Environment

This section provides narrative and strategic reporting on four environmental issues that are material to Dana: climate change and energy; biodiversity and ecosystem services; water; and local environmental impact. These four issues are supported by eleven indicators which describe the environmental systems, progress and performance of our operations.

Dana is fully committed to supporting the achievement of emissions reduction targets in all of the areas in which we operate and is working with governments and industry on the vital role that we must play in the energy transition.



The most important risks and opportunities that affect the way Dana manages its environmental responsibilities have been identified and are summarised as:

- Compliance obligation changes and uncertainties.
- Minimising atmospheric emissions (exhaust gases and CO₂).
- Minimising discharges to sea (chemicals and produced water).
- Reduction of impact from discharges that are operationally unavoidable.
- Waste management and initiatives.
- Sustainable procurement.
- Energy use and effectiveness.
- Optimisation of oil and gas resources.
- End users of produced oil and gas.

Dana ensures the availability of resources to establish, implement, maintain and continually improve our environmental performance. Resources include human resources and specialised skills, organisational, infrastructure, technology, financial resources, and visible commitment from managers.

To enable ongoing assessment of performance, key performance data is collated and presented in a monthly environmental performance report. The monthly performance report, reviewed by the Senior Leadership Team, presents data on the following parameters:

- Quantity of oil in produced water during the month.
- Cumulative amount of oil discharged.
- Daily hydrocarbon flaring.
- Cumulative total of CO₂ emitted.
- Number of oil and chemical spills and non-conformances during the month.

3.1

Climate Change and Energy

The challenges and risks posed by climate change require effective global action, while access to affordable and reliable energy remains essential for economic and social development. Oil and gas products will likely account for a high proportion of global energy demand for decades to come.

At the same time, as an E&P company we acknowledge that we have a continuing role to play in improving energy efficiency and in developing new technologies to minimise our GHG emissions. However, we acknowledge that with our older assets there is limited scope to improve. None-the-less, we continue to seek out ways to improve efficiency and reduce our emissions and energy consumption to as low as is practical.

How the oil and gas industry may be impacted by, and can contribute to addressing, the risks associated with climate change is complex. This also reflects a world with many regional differences in terms of environmental, social, political, technological and economic challenges. As such, we only report on those climate change risks and management within the context of our own business operations.

Greenhouse Gas (GHG) Emissions/BBL

GHG are generated as part of our operations and contribute to aggregate global atmospheric GHG concentrations. This indicator demonstrates how we track and manage our GHG emissions.

Greenhouse Gas Emissions Permits are issued to Dana by the regulatory authorities in each of the areas in which we operate for the emission of CO₂ from combustion activities on our operated assets. The permits are subject to a number of conditions including the monitoring and reporting of emissions as well as describing the arrangement of the combustion equipment and means of measuring the various components required. Changes to any aspect of the accepted description must be notified to the respective regulator through a variation to the permit.

Flaring is the burning of gas, and venting is the release of unburned gas.

Flaring and venting are controlled processes to dispose of waste gas. This is essential for emergency and safety purposes on oil and gas installations, and in situations where it may not be feasible for the gas to be used, exported or re-injected. In 2019, for every barrel of oil and condensate (bbl) that was produced on the UKCS, 114 scf of gas was flared. Dana averaged a combined 63scf across all of our operated assets and so sit well below the benchmark.

A standard cubic foot (scf) is a unit used to represent an amount of natural gas.

Fuel combustion and flaring operations are the principle sources of atmospheric emissions from our operations. Carbon dioxide (CO₂) is the main exhaust gas but combustion also results in emissions of CO, CH₄, NO_x, SO_x and VOCs. The largest proportion of Dana's CO₂ emissions is generated by the combustion of fuel for power generation. Our combined emissions are below the industry benchmark.

Oil in Water

Dana's Oil Discharge Life Permits allow the discharge of produced water from our operated assets, provided its oil concentration does not exceed permitted monthly averages. In all of our operated assets there were only minor permit excursions, none of which warranted regulatory intervention or action. Considerable work was carried out on the Triton FPSO vessel during the 2020 shutdown campaign to address some produced water issues. This work was prioritised at the expense of some less critical, non-environmental scopes.

Produced water is a term used in the oil industry to describe water that is produced as a byproduct during the extraction of oil and natural gas.

Chemical Use and Discharge

A wide range of chemicals is required during the operation of wells, and for subsea and production activities, the use of which is rigorously risk assessed as part of the permit approval process. The use of chemicals that are deemed to present a greater risk to the environment is restricted as far as possible and detailed justification provided. A number of chemicals have been identified as candidates for substitution and, wherever possible, these chemicals are replaced with alternatives. We work closely with our chemical service companies to ensure that where there is a more environmentally-friendly substitute we make the change to this option as quickly as is practical.

In addition to production operations, Dana conducted a number of campaigns including maintenance and repair of subsea infrastructure and well interventions most of which involved the safe use of chemicals.

Waste

To minimise the amount produced, offshore waste is managed strictly in accordance with the waste hierarchy; however, inevitably some waste is generated from Dana's operations. All waste material is segregated at source into special, general and recyclable categories and then moved onshore for appropriate disposal.

In 2019, the majority of our waste was recycled or was converted to energy.

Biodiversity and Ecosystem Services

When planning new projects we identify and take action to reduce potential impacts on biodiversity.

For example, with the development of the Tolmount facility in the southern North Sea, we are working with our partner Premier Oil to aim for no net loss in biodiversity. We have conducted significant environmental surveys to determine and offset any potential impacts.

3.2

Continuous Improvement

At Dana we strive to improve the quality and scope of data collected. In doing so we plan to:

- Build on our data gathering and analysis and use rigorous benchmarking to drive continuous improvement in our environmental management.
 - Explore options to improve and be more robust with our consent management, along with understanding and implementing, where practical, emerging industry guidance.
 - Explore the use of technology options to lower emissions where possible.
 - Incorporate industry emissions reduction targets into our data benchmarking to track and monitor performance and progress.
-

4

Health and Safety

Our Health, Safety, Security and Environment (HSSE) management system is an integral part of the One Dana Management System (ODMS) and provides the essential framework and set of rules to ensure Dana's operations, of any kind, anywhere in the world, are safe and secure, and minimise environmental impact at all times. Our management system provides a systematic approach for the company to manage health, safety, and security of all those working for us, protect the environment, and preserve our reputation and our 'right to operate'.



Our HSSE management system helps us:

- Achieve an incident-free workplace.
- Mitigate workplace health risks.
- Identify and mitigate environmental and process safety risks.

We expect visible HSSE commitment and involvement from all those who lead our organisation to make sure we deliver a workplace where everyone goes home safely every day. We also strive to reinforce the critical role that every employee acting for Dana plays in driving HSSE excellence, by doing the right things, the right way, every day. HSSE performance is an outcome of how we run our business.

Our Group HSSE policy and standards are designed to help us deliver safe and reliable operations that are resilient over the long term. This is characterised by:

- Top-down, acceptance of personal and professional accountability and responsibility for safe, healthy and environmentally-responsible delivery of operations.
- Devolved commitment to, and leadership in support of, our HSSE management system and its standards.
- Engagement with the workforce and other stakeholders through active communication.
- A highly-developed capability and appetite to learn as an organisation.
- Relentless pursuit of continuous improvement.

Our HSSE standards form an integral part of how we run Dana and are implemented through our Group HSSE procedures and business unit (BU) management systems. They are supplemented as necessary to meet additional requirements of country-specific legislation or regulation and are not designed to replace existing management systems. Instead they provide our overarching expectations of the minimum requirements for these systems.

4.1

Workforce Protection

There are five main pillars to managing health and safety risk within Dana.

Safety Leadership

- Commitment to HSSE excellence through strong leadership and personal commitment from everyone.
- Demonstrate through our actions that safety is a core value.
- Positively encourage people to do the right things, the right way, every time.

Risk Identification, Analysis and Assessment

- Identify and assess hazards and risks.
- Communicate hazards and risks to everyone impacted.
- Develop plans to eliminate or mitigate hazards and risks.

Risk Management

- Operate within design limits.
- Maintain processes and procedures to mitigate risks.
- Manage changes that introduce or increase hazards or risk.
- Prepare for and manage incidents if they do occur.

Review, Learning and Continuous Improvement

- Involve the whole workforce in the continuous improvement process.
- Learn from incidents and near misses.
- Apply best practices.
- Correct deficiencies and mistakes.
- Apply lessons learned and verify the effectiveness of corrective actions.

Focusing on the above four will enable Dana to improve its HSSE performance and meet HSSE objectives, helping us to identify and prioritise performance gaps and take improvement actions.

People

The behaviours of the people working for or on behalf of Dana are critical to safety leadership, safe operations and the long-term success of the company.

To make sure that the appropriate behaviours are implemented our people are carefully selected, their skills and competencies regularly reviewed, and they receive the continuous training and development they need. Individuals are allocated to a role based on their ability to deliver the requirements and demands of that position.

At each organisational level, responsibilities and expectations are defined and communicated to individuals, with specific training needs identified and training provided to ensure that the right level of competency (knowledge, skill, and experience) is available.

4.2

Workforce Health

Zero Harm

Zero Harm is the belief that injuries, illnesses, environmental impacts, damages and financial losses are foreseeable and preventable – on or off the job.

It is a principle at Dana that occupational injury or illness is unacceptable and, as such, will not be considered an unavoidable business risk. This reflects our value for people: employees, contractors and others engaged on behalf of the organisation, or affected by Dana.

It is also a principle that harm to the environment and damage to assets are not accepted as unavoidable side effects of doing business. This principle reflects our responsibility towards our stakeholders, including the society at large, and stresses the importance of continuous due diligence in our operations.

Life-saving Rules

In Dana UK, Zero Harm is enhanced through the adoption of the International Association of Oil & Gas Producers (IOGP) Life-saving Rules. These rules focus on the activities which, through rigorous data analysis, have been shown to most likely result in fatalities. Each rule consists of an icon and simple life-saving actions individuals can take to prevent a work-related fatality.



LIFE-SAVING RULES



Bypassing Safety Controls

Obtain authorisation before overriding or disabling safety controls



- I understand and use safety-critical equipment and procedures which apply to my task.
- I obtain authorisation before:
 - disabling or overriding safety equipment
 - deviating from procedures
 - crossing a barrier.

Confined Space

Obtain authorisation before entering a confined space



- I confirm energy sources are isolated.
- I confirm the atmosphere has been tested and is monitored.
- I check and use my breathing apparatus when required.
- I confirm there is an attendant standing by.
- I confirm a rescue plan is in place.
- I obtain authorisation to enter.

Driving

Follow safe driving rules



- I always wear a seatbelt.
- I do not exceed the speed limit, and reduce my speed for road conditions.
- I do not use phones or operate devices while driving.
- I am fit, rested and fully alert while driving.
- I follow journey management requirements.

Energy Isolation

Verify isolation and zero energy before work begins



- I have identified all energy sources.
- I confirm that hazardous energy sources have been isolated, locked, and tagged.
- I have checked there is zero energy and tested for residual or stored energy.

Hot Work

Control flammables and ignition sources



- I identify and control ignition sources.
- Before starting any hot work:
 - I confirm flammable material has been removed or isolated
 - I obtain authorisation.
- Before starting hot work in a hazardous area I confirm:
 - a gas test has been completed
 - gas will be monitored continually.

Line of Fire

Keep yourself and others out of the line of fire



- I position myself to avoid:
 - moving objects
 - vehicles
 - pressure releases
 - dropped objects.
- I establish and obey barriers and exclusion zones.
- I take action to secure loose objects and report potential dropped objects.

Safe Mechanical Lifting

Plan lifting operations and control the area



- I confirm that the equipment and load have been inspected and are fit for purpose.
- I only operate equipment that I am qualified to use.
- I establish and obey barriers and exclusion zones.
- I never walk under a suspended load.

Work Authorisation

Work with a valid permit when required



- I have confirmed if a permit is required.
- I am authorised to perform the work.
- I understand the permit.
- I have confirmed that hazards are controlled and it is safe to start.
- I stop and reassess if conditions change.

Working at Height

Protect yourself against a fall when working at height



- I inspect my fall protection equipment before use.
- I secure tools and work materials to prevent dropped objects.
- I tie off 100% to approved anchor points while outside a protected area.

4.3

Performance

Dana has a very good safety performance record both in terms of process safety and occupational safety. In the past five years we have had no significant process safety events or hydrocarbon releases on any of our operated assets. This is against a backdrop in the UK where hydrocarbon releases are on the increase, and where we operate older assets.

Our Lost Time Injury Frequency rate is slightly above the IOGP benchmark, largely due to some minor injuries that led to time away from the work place for some of our colleagues. The incidents were fully investigated with lessons learned used to improve our systems and process.

We are proud of our safety record and were the best performing KNOC subsidiary during 2019.

In addition, we maintained our performance though a challenging year in 2020. As with other operators, due to COVID-19 restrictions we have operated through most of the year with our office-based staff working almost entirely remotely. Despite this we not only managed to maintain safe and reliable operations, but also completed an onerous work programme offshore for all of our operated assets including the construction and installation, with our partners, of two new offshore platforms in the Unity and Tolmount fields.

Key work undertaken includes:

Dana UK

- Completed several interventions on Bittern wells using Light Well Intervention Vessel Well Enhancer.
- Completed a major summer shutdown on Triton FPSO vessel with walk-to-work vessel Bibby Wavemaster supporting:
 - improving integrity and boosting uptime
 - fabric maintenance
 - repairs, replacements and various upgrades.
- Drilling and completion of Bittern infill well (B5) successfully completed (Stena Spey) – now producing at 6,000 boepd.
- Three km of new P1 flexible pipeline installed.
- Tolmount platform successfully installed (with partner Premier Oil as operator).

Dana Netherlands

- Unity field platform installed.
- Hanze and De Ruyter shutdowns successfully completed.
- New gas generator package on Hanze platform which allows just one gas turbine to be used which means reduced costs and emissions.

Dana Egypt

- East Zeit integrity improvements implemented.

5

Social and Economic Issues and Indicators



5.1

Local Communities Impacts and Engagement

Dana believes it can best ensure its long-term future by building and maintaining positive relationships with its local communities. We seek to engage with our local communities and their representatives in an open and constructive manner.

Our approach is to engage local communities in an on-going dialogue so we understand their priorities, concerns and aspirations, and so that we can design, develop and operate in a way which both minimises any potential impacts of our activities and maximises potential mutual benefits.

Our undertaking is that we will do everything possible in the way we manage our activities to create a positive legacy and to preserve the livelihoods, land, environment, cultural heritage, health and wellbeing of our local communities.

Each of our operating sites has a process through which we document and respond to feedback and concerns from our local communities. We review these documents regularly to identify ways in which we may improve our operations.

We also support and encourage our people contribute to national and local charity and community activities.

5.2

Local Content

Local Content Practices

At all stages of our operational lifecycle – from design to decommissioning – we are committed to working openly and proactively with governments, government agencies, non-government organisations, trade associations and local business, and community networks, to identify opportunities for in-country and local suppliers to do business with us.

Local Hiring Practices

Guided by our four values, we aim to hire the best people possible irrespective of their gender, race, national origin, religion, marital status, age, sexual orientation, disability or any other characteristic protected by applicable law, and will respect and comply with all local and international legislation relating to the employment of permanent and contract staff.

We are committed to working openly and proactively with governments, government agencies, non-government organisations, trade associations and local business, and community networks, in addition to our supply chain, to identify opportunities to employ local people in support of our operations.

Local Procurement and Supplier Development

Due to specific technical, safety and operational requirements of our industry, significant proportions of our operations rely on the expertise of a global supply chain for the specialised support that we need.

We are committed to working openly and proactively with governments, government agencies, non-government organisations, trade associations and local business, and community networks, to identify opportunities for in-country and local suppliers to become part of our supply chain, directly or indirectly. We will work with local organisations to develop the necessary skills and capabilities of local suppliers.

Dana expects its supply chain organisations to be economically, environmentally and socially responsible in how they operate including such areas as business integrity, health and safety, and human rights.

5.3

Human Rights

Human Rights Diligence

Our approach to human rights complies with international standards applicable to our business, including the United Nations Guiding Principles on Business and Human Rights, the United Nations Universal Declaration of Human Rights and the International Labour Organization Declaration on Fundamental Principles and Rights at Work.

Respect for human rights is central to our employment practices, and to our codes of conduct for employees and contractors, as well as our approach to local communities and indigenous peoples.

Human Rights and Suppliers

We expect our business partners, for example those in our joint ventures and in our supply chain, to comply with the standards set out in section 5.3.1, and national laws that require them to treat workers fairly, and to provide a safe and healthy work environment. We are aligned with our industry peers to create a Common Framework for Supplier Labour Rights Assessment which will make it easier for suppliers to demonstrate how they respect human rights and care for people. We also comply with the commitments of the UK Modern Slavery Act 2015.

Security and Human Rights

Dana monitors and assesses security risks to its operations fully aware of the need to manage such risks helps protect the environment plus the safety, security and human rights our employees, contractors, and communities close to our sites.

We support the Voluntary Principles on Security and Human Rights which informs our approach in addressing any risks identified, including the training of employees.

5.4

Business Ethics and Transparency

Preventing Corruption

This Anti-Bribery & Corruption Policy is intended to ensure that our businesses and our directors, officers, employees and contractors do not breach the UK Bribery Act 2010, the US Foreign Corrupt Practices Act, and internationally established anti-bribery principles.

This policy applies irrespective of the country in which business is being conducted. Where there are differences between the local law and this policy, we apply those which set the highest standard of behaviour.

Preventing Corruption Involving Business Partners

We also endeavour to ensure that third parties (people and companies) who perform services for us when acting on our behalf, and all companies or entities with which we enter into a joint venture, consortium or similar relationship, comply with our Anti-Bribery & Corruption Policy.

Transparency of Payments to Host Governments

We do not tolerate, permit, or engage in bribery, corruption, or improper payments of any kind in our business dealings, anywhere in the world.

We do not give or offer any money, gift, hospitality or other advantage to any person carrying out a private or public sector role, or to a third party associated with that person, to get them to do something improper.

We do not give or offer any money, gift, hospitality or other advantage to any public official or third party connected to a public official with the intention of influencing the public official to our business advantage.

Public Advocacy and Lobbyings

Dana does not make contributions to political parties, organisations or individuals engaged in politics or public life as a way of obtaining an advantage in business.

5.5

Labour Practices

Workforce Diversity and Inclusion

We believe that an inclusive workplace is fundamental to creating and maintaining a diverse organisation. Our approach is to recruit, develop and retain our employees irrespective of their gender, race, national origin, religion, marital status, age, sexual orientation, or disability.

The nature of our operations means that, for example our offshore platforms, need round-the-clock staffing every day of the year with employees on-site for several weeks at a time. At our office locations we are able to provide flexible working arrangements and full accessibility for those with a disability.

Workforce Engagement

Our employees and contractors are vital to our success and our relationship with them is shaped by our values.

It is not enough to have clear roles and objectives – we need our workforce to be engaged to drive improved operational performance and health, safety and environmental performance.

Going beyond tools and equipment, we strive to provide arrangements where our people have easy access to the information they need to do an excellent job, collaborate effectively with other colleagues, identify improvements to how the business works, and shape their personal and professional development.

We seek to recruit the best people we can and believe that an environment where people feel valued, cared for and supported is one which helps us attract and retain the talent we need internationally.

Workforce Training and Development

Training and development of employees is central to our business model. Ensuring employees have the right skills and knowledge is vital for our focus on day-to-day operational excellence. The training and development we provide forms a key element of our talent attraction and retention strategy and, by extension, our career development and succession planning aspirations.

We deliver training and development through a variety of approaches including classroom-based learning, seminars, conferences, computer-based learning, on-the-job learning, and mentoring. We are committed to reviewing personal development plans on a regular basis and actively encourage employees to take a proactive approach to their development and career progression.

Non-retaliation and Workforce Grievance System

The ability of our workforce to raise potentially difficult subjects is an important contributor to our ability to ensure our operational, commercial and reputational integrity.

We encourage our employees and contractors to raise any concerns and issues they may have through their line management if possible, or via a trade union or elected representative.

However, we recognise that this may not always be viable therefore we provide a confidential helpline service through an independent third party. This helpline can be used anonymously. All issues raised via the helpline are investigated in line with our relevant procedures depending on the nature of the issue.

If the reported concern or issue is confirmed then the appropriate action will be taken, up to and including dismissal or termination of contract.

To protect any person raising an issue or concern in good faith we have a zero tolerance policy in respect of retaliation. Retaliation or related misconduct can be dealt with through a number of mechanisms including disciplinary action.

