

DEFENCE COMPANIES INDEX (DCI) ON ANTI-CORRUPTION AND CORPORATE TRANSPARENCY 2020

FINAL ASSESSMENT

DAMEN SCHELDE NAVAL SHIPBUILDING

The following pages contain the detailed scoring for this company based on publicly available information.

The table below shows a summary of the company's scores per section:

Section	Number of Questions*	Score Based on Publicly Available Information
1. Leadership and Organisational Culture	4	6/8
2. Internal Controls	6	8/12
3. Support to Employees	7	5/14
4. Conflict of Interest	4	1/8
5. Customer Engagement	7	1/14
6. Supply Chain Management	5	4/10
7. Agents, Intermediaries and Joint Ventures	10	10/20
8. Offsets	4	1/8
9. High Risk Markets	4	1/8
10. State-Owned Enterprises	0	N/A
TOTAL		37/102
BAND		D

*This column represents the number of questions on which the company was eligible to receive a score; i.e. where the company did not receive a score of N/A.

1. Leadership and Organisational Culture

Question
1.1. Does the company have a publicly stated anti-bribery and corruption commitment, which is authorised by its leadership?
Score
0
Comments
<p>Based on publicly available information, there is evidence that the company makes a general commitment to responsible business that is endorsed by its Chief Executive Officer.</p> <p>However, there is no evidence that this commitment makes direct reference to the company's stance against bribery and corruption within the organisation, and therefore the company receives a score of '0'.</p>
Evidence
<p>[1] Corporate Social Responsibility Report 2018 (Document) Accessed 13/08/2019 https://www.damen.com/-/media/New-Corporate-Damen/Images/About-Damen/About/Sustainability-Report/Damen_Corporate_Social_Responsibility_Report_2018_June_2019_.pdf [p.3] WELCOME FROM OUR CEO Welcome to Damen's Corporate Social Responsibility Report 2018.</p> <p>[...]</p> <p>This edition is a special one, as it marks change in many ways. From 2018 onwards, Damen has been reflecting on its sustainability approach and has started to re-orientate itself to keep the course. This has resulted in strategic changes concerning focus on the United Nations' Sustainable Development Goals, a new selection of our main stakeholders and the new, defined vision of our Commercial New Build Division. This new approach is expected to be finalised in 2019.</p> <p>[...]</p> <p>We are pursuing further improvements in corporate social responsibility, mainly in applying focus, setting clear targets, enhancing our performance as well as optimising our process of collecting reliable data throughout the entire group. With this report, we are looking back at 2018, but at the same time looking forward to the next stage of sustainable and responsible business with Damen.</p> <p>[...]</p> <p>RENÉ H. BERKVEN CHIEF EXECUTIVE OFFICER</p> <p>[p.16] Our Code of Conduct</p> <p>[...]</p> <p>Business Integrity Damen will not allow bribery and/or any other forms of unethical business practice in its companies or by its employees.</p> <p>[p.35] 4. PREVENTING UNETHICAL BUSINESS PRACTICES Damen has a global footprint, selling and servicing vessels in many countries and, in so doing, must take a wide range of diverse and changing legislations and regulations into account. Damen has defined integrity and responsible behaviour as one of its core values and obeying the law is mentioned as its first business principle. This is translated into our Damen compliance programme with appropriate policies, procedures and controls to prevent and minimise compliance risks. The Executive Board and (senior) management assumes responsibility by identifying, managing and reducing this risk as much as possible.</p>

[2] Core Values & Business Principles (Document)

Accessed 13/08/2019

https://www.damen.com/-/media/New-Corporate-Damen/Documents/Damen_Shipyards_Group_Core_Values_and_Business_Principles_2019.pdf

[p.1] Our Values

At Damen we stand for the following

[...]

-We show integrity and responsibility in our behaviour.

[p.4] 5. Business Integrity

Damen will not allow bribery and/or any other forms of unethical business practice in its companies or by its employees. No employee may receive, make, offer, promise or authorize any payment or gift which is, or may be construed as being a bribe.

[...]

The group companies of Damen and their employees ensure that integrity risks for entering into and maintaining a business relationship with partners such as customers, suppliers and agents are identified and managed and that agreements are made with partners concerning the fulfilment of the Core Values and Business Principles.

Damen companies and their employees will make sure not to cooperate, be it directly or indirectly, in money laundering, fraud and/or financing of terrorism.

All business transactions and payments shall be accurately and completely recorded in accordance with Damen's accounting principles, and local laws and may be subject to audit.

[3] Anti-Bribery and Corruption Policy (Document)

Accessed 13/08/2019

https://www.damen.com/-/media/New-Corporate-Damen/Documents/Damen_Shipyards_Group_Bribery_and_corruption_02_2019.pdf

[p.1] INTRODUCTION

Damen employees are expected to conduct company business with integrity, honesty and fairness. This applies equally to all Damen's business transactions worldwide. Employees are expected to adhere to the Damen Rules of Conduct and strictly fulfil the applicable rules on anti-corruption and anti-bribery.

[p.2] Damen will not tolerate bribery and more generally fraud, money-laundering, financing terrorism or any other forms of unethical business practice.

Question
1.2. Does the company have a comprehensive anti-bribery and corruption policy that explicitly applies to both of the following categories: a) All employees, including staff and leadership of subsidiaries and other controlled entities; b) All board members, including non-executive directors.
Score
2
Comments
<p>Based on publicly available information, there is evidence that the company publishes an anti-bribery and corruption policy which specifically prohibits bribery, payments to public officials, commercial bribery and facilitation payments. The policy applies to all employees, including staff and leadership of subsidiaries and other controlled entities.</p>
Evidence
<p>[3] Anti-Bribery and Corruption Policy (Document) Accessed 13/08/2019 https://www.damen.com/-/media/New-Corporate-Damen/Documents/Damen_Shipyards_Group_Bribery_and_corruption_02_2019.pdf</p> <p>[p.1] INTRODUCTION</p> <p>Damen employees are expected to conduct company business with integrity, honesty and fairness. This applies equally to all Damen's business transactions worldwide. Employees are expected to adhere to the Damen Rules of Conduct and strictly fulfil the applicable rules on anti-corruption and anti-bribery.</p> <p>[...]</p> <p>This Policy applies, without exception, to all Damen companies and their employees worldwide.</p> <p>This Policy furthermore extends to any person or entity associated with or performing services for or on behalf of Damen (such as agents), as well as to any joint venture in which Damen is a participant. All of the above are therefore expected to comply with this Policy and to follow the anti-bribery and corruption laws that Damen is subject to.</p> <p>[p.2] PROHIBITIONS</p> <p>This Policy – in line with the applicable anti-bribery and corruption laws – prohibits, directly or indirectly, offering, promising, giving, paying or authorizing an offer, promise, gift, payment or favour of, anything of value or other advantage as an inducement or reward to obtain or retain business to any:</p> <ul style="list-style-type: none"> - public official; - political party or party official; - candidate for public office in any jurisdiction; - immediate family members of said persons or any person <p>whilst knowing that such an offer, promise, gift or payment will be passed on to any of the people described above;</p> <ul style="list-style-type: none"> - commercial entities (i.e. non public officials). <p>Furthermore this Policy – in line with anti-bribery & corruption laws – prohibits requesting, accepting or agreeing to accept, for yourself or for anyone else, a payment, gift or favour in order to influence a business outcome improperly.</p> <p>[...]</p> <p>Direct or indirect</p> <p>As stated above this Policy prohibits both direct and indirect forms of bribery. Therefore improper payments which are made or promised through an agent as go-between are also prohibited. Offering, promising, giving, paying or authorizing a gift, payment or favour of, anything of value to a third party who is likely to pass this improper gift, payment or favour on to a public official, is therefore also prohibited.</p> <p>Obtain or retain business</p> <p>Anti-bribery laws prohibit the influencing of a business outcome in an improper manner. Use of the term 'obtain or</p>

retain business' in this context covers any business advantage which has been received improperly, as explained above under the heading 'Prohibitions'.

Furthermore, when it comes to prohibited bribery as regarding public officials, the public official does not necessarily have to have been directly involved in the awarding of business. In other words, any (in)action of such an official that benefits Damen may fall within the scope of anti-bribery laws if that (in)action was caused by an improper inducement. For example, bribery may occur in the case of favourable regulatory treatment or where an improper payment has been made that influenced a public official to pass a law/provide a license that helps Damen.

[p.3] **FACILITATION PAYMENTS**

Damen employees are prohibited from making so-called facilitation payments where they can reasonably avoid this. Facilitation payments are generally small amounts made to a government official to speed up administrative procedures/obligations. These are procedures/obligations that the government official must or may do in the context of his position such as issuing a permit or processing Customs clearance forms. This may involve, for example, regarding the clearance of goods at Customs, a Customs official who offers to process the Customs forms more rapidly in return for payment to the Customs official personally. Facilitation payments are prohibited in many countries.

In some countries, facilitation payments are permitted in exceptional cases and to a minor extent. Damen understands that employees may find themselves in situations where they must make a facilitation payment under pressure. Employees must ensure that they avoid such situations as far as possible by not actively offering to make a facilitation payment and by rejecting such offers by government officials. Should a facilitation payment not be avoidable, employees must report this to the Group Compliance Officer. The Group Compliance Officer determines the risk of infringement of the law and regulations, sees to internal records of such events and takes follow-up actions.

[1] Corporate Social Responsibility Report 2018 (Document)

Accessed 13/08/2019

https://www.damen.com/-/media/New-Corporate-Damen/Images/About-Damen/About/Sustainability-Report/Damen_Corporate_Social_Responsibility_Report_2018_June_2019_.pdf

[p.35] **ANTI-BRIBERY AND CORRUPTION**

Damen has an Anti-Bribery and Corruption Policy in place that applies to all employees of Damen, as well as any person or entity associated with or performing services for or on behalf of Damen.

Question

1.3. Does the board or a dedicated board committee provide oversight of the company's anti-bribery and corruption programme?

Score

2

Comments

Based on publicly available information, there is evidence that a designated board committee, the Audit & Risk Committee is ultimately responsible for the oversight of the company's compliance programme. This includes reviewing reports from management and the results of external audits.

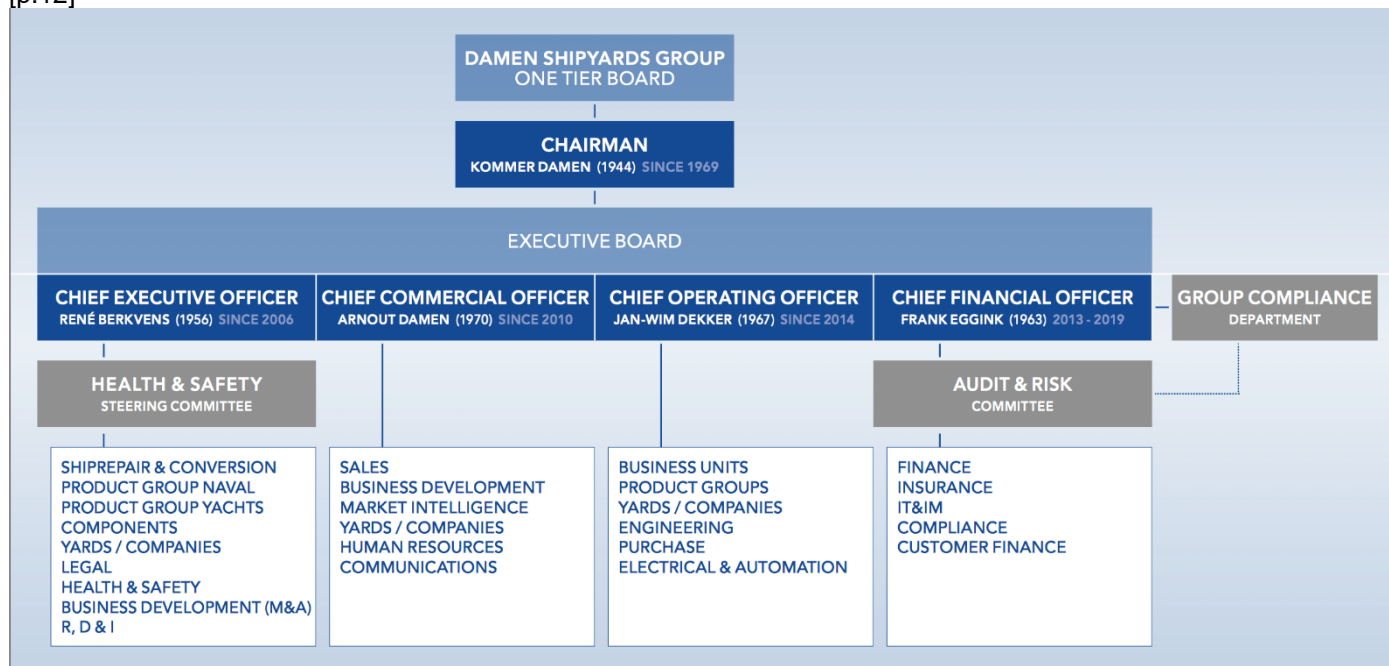
Evidence

[1] Corporate Social Responsibility Report 2018 (Document)

Accessed 13/08/2019

https://www.damen.com/-/media/New-Corporate-Damen/Images/About-Damen/About/Sustainability-Report/Damen_Corporate_Social_Responsibility_Report_2018_June_2019_.pdf

[p.12]



COMPLIANCE MANAGEMENT

Compliance risk is managed through a compliance programme with appropriate controls. The group compliance officer, supported by two business compliance officers, monitors governance and coordinates the management of compliance risks. The Compliance Department reports quarterly to the Executive Board and attends and reports quarterly to the Audit & Risk Committee which provides oversight. Damen measures the effectiveness of its compliance programme regularly via an employee engagement survey.

[p.15] The Code of Conduct is part of Damen's compliance programme.

[p.35] Damen has defined integrity and responsible behaviour as one of its core values and obeying the law is mentioned as its first business principle. This is translated into our Damen compliance programme with appropriate policies, procedures and controls to prevent and minimise compliance risks.

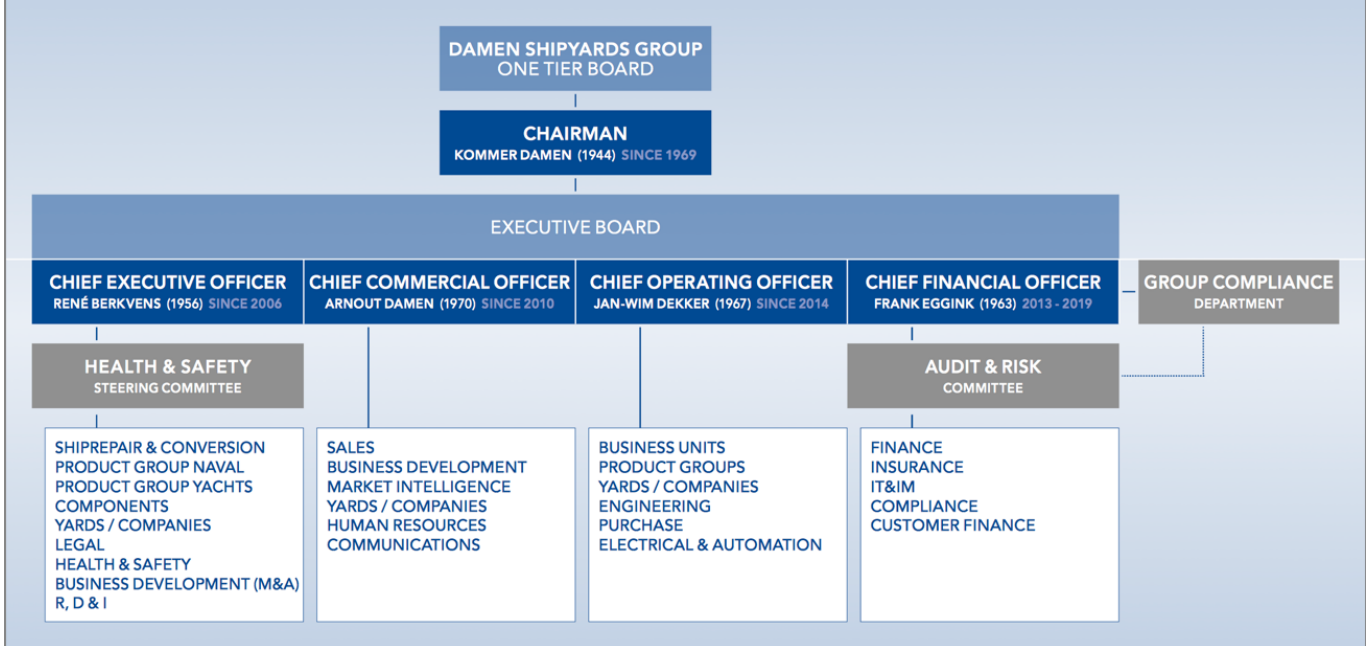
[5] Compliance (Webpage)

Accessed 13/08/2019

<https://www.damen.com/en/csr/compliance>

Governance and Reporting

The Executive Board is accountable for compliance with legislation and the CFO is responsible for compliance management. Oversight is provided by the Audit and Risk Committee that reviews the compliance reports quarterly and the external auditors report yearly. The Group Compliance Officer reports directly to the Executive Board on the progress of the compliance programme and on key risks and incidents and quarterly attends and reports to the Audit and Risk Management Committee.

Question
1.4. Is responsibility for implementing and managing the company's anti-bribery and corruption programme ultimately assigned to a senior executive, and does he or she have a direct reporting line to the board or board committee providing oversight of the company's programme?
Score
2
Comments
<p>Based on publicly available information, there is evidence that a designated senior executive has ultimate responsibility for managing the company's compliance programme. It is clear that this person has a direct reporting line to the board and the board committee that provides oversight of the compliance programme. There is evidence of reporting and feedback activities between this person and the board as part of the company's reporting structure.</p> <p>The company would do well to clarify the extent to which the CFO is responsible for implementing and managing the anti-bribery and corruption programme, or whether these responsibilities lie with the Group Compliance Officer.</p>
Evidence
<p>[5] Compliance (Webpage) Accessed 13/08/2019 https://www.damen.com/en/csr/compliance Governance and Reporting The Executive Board is accountable for compliance with legislation and the CFO is responsible for compliance management. Oversight is provided by the Audit and Risk Committee that reviews the compliance reports quarterly and the external auditors report yearly. The Group Compliance Officer reports directly to the Executive Board on the progress of the compliance programme and on key risks and incidents and quarterly attends and reports to the Audit and Risk Management Committee.</p> <p>[1] Corporate Social Responsibility Report 2018 (Document) Accessed 13/08/2019 https://www.damen.com/-/media/New-Corporate-Damen/Images/About-Damen/About/Sustainability-Report/Damen_Corporate_Social_Responsibility_Report_2018_June_2019_.pdf [p.12]</p>  <p>COMPLIANCE MANAGEMENT Compliance risk is managed through a compliance programme with appropriate controls. The group compliance officer, supported by two business compliance officers, monitors governance and coordinates the management of compliance risks. The Compliance Department reports quarterly to the Executive Board and attends and reports</p>

quarterly to the Audit & Risk Committee which provides oversight. Damen measures the effectiveness of its compliance programme regularly via an employee engagement survey.

[p.13]

GOVERNANCE

Damen has a one-tier board model with four executive board members. The composition of the One Tier Board is as follows:

POSITION	FULL NAME	SEX	AGE	TERM OF APPOINTMENT
EXECUTIVE BOARD MEMBERS				
Chief Executive Officer	René H. Berkvens	male	62	2000
Chief Commercial Officer	Arnout Damen	male	48	2010
Chief Operations Officer	Jan-Wim Dekker	male	51	2014
Chief Financial Officer	Frank Eggink	male	55	2013
Chief Financial Officer (a.i.)	Tom Touber	male	54	2019
NON-EXECUTIVE BOARD MEMBERS				
Chairman of the Board	Kommer Damen	male	74	1983
Non-Executive Board Member	Annelies Damen	female	50	2008
Non-Executive Board Member	Rose Damen	female	34	2008
Non-Executive Board Member	Beer Damen	male	32	2012
Non-Executive Board Member	Maarten Hulshoff	male	71	2010
Non-Executive Board Member	Floris Croon	male	74	2008

[p.15] The Code of Conduct is part of Damen's compliance programme.

2. Internal Controls

Question
2.1. Is the design and implementation of the anti-bribery and corruption programme tailored to the company based on an assessment of the corruption and bribery risks it faces?
Score
2
Comments
<p>Based on publicly available information, there is evidence that the company has a formal bribery and corruption risk assessment procedure that informs the design of its compliance programme. The risk assessments are conducted at board level and reviewed at least annually or when the results of the risk assessments reveal significant findings. There is evidence that the results of such reviews are used to develop tailored mitigation plans and to update specific parts of the company's anti-bribery and corruption programme.</p>
Evidence
<p>[1] Corporate Social Responsibility Report 2018 (Document) Accessed 13/08/2019 https://www.damen.com/-/media/New-Corporate-Damen/Images/About-Damen/About/Sustainability-Report/Damen_Corporate_Social_Responsibility_Report_2018_June_2019_.pdf</p> <p>[p.35] ANTI-BRIBERY AND CORRUPTION Damen has an Anti-Bribery and Corruption Policy in place that applies to all employees of Damen, as well as any person or entity associated with or performing services for or on behalf of Damen. In 2018, bribery and corruption risks were assessed by the Executive Board, as a part of a high-level risk assessment. Damen uses expertise from local intermediaries and representatives in many countries to secure and execute</p> <p>[p.36] projects. This poses an inherent heightened compliance risk, managed by appropriate controls implemented throughout the organisation. Extensive due diligence and screening is performed before engaging in a relationship with a service provider to ensure they meet our Damen standards. During the contracting phase, contractual clauses and guarantees are put in place, and service providers are monitored on a continuing basis and asked to provide updates on their activities during the relationship. The Compliance Department reviews all transactions and invoices are checked before payment. In the course of 2018, Damen has started to execute regular audits on service providers on a 'follow the money' principle to provide optimal assurance, focussing on the activities and compliance programmes of the service providers as well.</p> <p>[p.12] GENERAL MANAGEMENT The Executive Board issues regulations and instructions for management of the group companies, setting out the authorities and the governance framework. It is informed of relevant trends by means of periodic reports. Major projects, investments, and acquisitions require the approval of the Executive Board. Recently, a Group Internal Controls Framework was developed and a Group Risk Management Policy was published. The Executive Board acknowledge its responsibility and will identify and manage all risks and lower them through a continuously improved risk management system which will be outlined at a later point in this report.</p> <p>[5] Compliance (Webpage) Accessed 13/08/2019 https://www.damen.com/en/csr/compliance</p> <p>Governance and Reporting The Executive Board is accountable for compliance with legislation and the CFO is responsible for compliance management. Oversight is provided by the Audit and Risk Committee that reviews the compliance reports quarterly and the external auditors report yearly. The Group Compliance Officer reports directly to the Executive Board on the progress of the compliance programme and on key risks and incidents and quarterly attends and reports to the Audit and Risk Management Committee.</p> <p>Compliance Programme The compliance programme consists of the elements risk management, policies and procedures, training and communication, monitoring and auditing and incident handling. Damen does not tolerate bribery, corruption, fraud,</p>

violations of trade sanctions, anti-money laundering or anti-competition laws, or any other illegal or unethical conduct by anyone working for or on behalf of the company. Risks are assessed on a yearly basis.

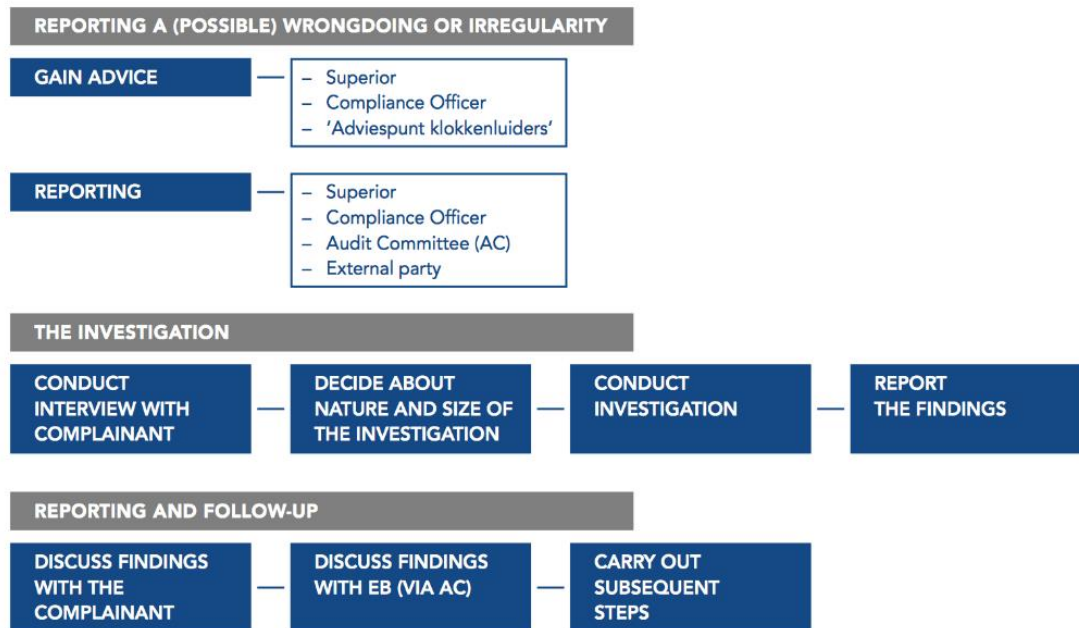
Question
2.2. Is the company's anti-bribery and corruption programme subject to regular internal or external audit, and are policies and procedures updated according to audit recommendations?
Score
1
Comments
<p>Based on publicly available information, there is evidence that the company's compliance programme is subject to regular review. The company states that external audits are conducted annually, the results of which are reviewed by a board-level committee.</p> <p>However, the company does not specify that the entire anti-bribery and corruption programme is audited to ensure that it is consistent with high standards of best practice and the business risks facing the company.</p>
Evidence
<p>[5] Compliance (Webpage) Accessed 13/08/2019 https://www.damen.com/en/csr/compliance Governance and Reporting</p> <p>[...]</p> <p>Oversight is provided by the Audit and Risk Committee that reviews the compliance reports quarterly and the external auditors report yearly. The Group Compliance Officer reports directly to the Executive Board on the progress of the compliance programme and on key risks and incidents and quarterly attends and reports to the Audit and Risk Management Committee.</p>

Question
2.3. Does the company have a system for tracking, investigating and responding to bribery and corruption allegations or incidents, including those reported through whistleblowing channels?
Score
2
Comments
<p>Based on publicly available information, there is evidence that the company publicly commits to investigating incidents and there is a specific procedure in place to deal with whistleblowing cases, which stipulates documentation and actions to be taken at each step. The company's policy covers the whole investigation process from receipt to final outcome. There is evidence that investigations are handled by an independent team and that the company commits to providing whistleblowers with updates on the outcome of investigations. There is also evidence that information on each investigation is documented and that summary information is reviewed by a central body on at least an annual basis.</p>
Evidence
<p>[4] Whistleblower Policy (Document) Accessed 13/08/2019 https://www.damen.com/-/media/New-Corporate-Damen/Documents/Damen_Shipyards_Group_Whistleblower_Policy_02_2019.pdf</p> <p>[p.3] FOLLOW UP AND CONFIDENTIALITY The local Managing Director, the Compliance Officer or the Audit Committee or the External Counsel will record the reported concern, including the reporting date and details.</p> <p>Any genuine bona fide report will be followed up and documented by an independent investigation. The nature and size of the investigation will depend on the circumstances (such as the nature of the potential breach and whether or not the report provides enough information to conduct an investigation). If a report is not made anonymously, the reporting individual will be heard in the framework of the investigation and will have the opportunity to respond to the investigation report and the points of view. The reporting individual will be involved in, and/or be informed about the progress and outcome of the investigation. The Compliance Officer will oversee the investigation and will report on the findings of the investigation to the Executive Board or to the Audit Committee if the Executive Committee is involved.</p> <p>The investigation shall be conducted by qualified and independent staff, in case it is necessary, professional and independent external investigators will be called in.</p> <p>All reports will be handled in strict confidentiality. The identity of employees reporting a concern shall be kept confidential and shall not be communicated without the employee's permission. The employee is also expected to maintain confidentiality regarding his or her report and the identity of persons involved in such a report or in the subsequent investigation. Only with prior permission of the Compliance Officer can information be provided to third parties or other employees.</p> <p>[p.4]</p>

APPENDIX

Depending on the gravity and the extent of the wrongdoing or irregularity, and of the persons involved, it is up to you to decide with whom you will report this. The Whistleblower Policy is summarised in the flow chart.

WHISTLEBLOWER POLICY FLOW CHART



[5] Compliance (Webpage)

Accessed 13/08/2019

<https://www.damen.com/en/csr/compliance>

Governance and Reporting

The Executive Board is accountable for compliance with legislation and the CFO is responsible for compliance management. Oversight is provided by the Audit and Risk Committee that reviews the compliance reports quarterly and the external auditors report yearly. The Group Compliance Officer reports directly to the Executive Board on the progress of the compliance programme and on key risks and incidents and quarterly attends and reports to the Audit and Risk Management Committee.

Question
2.4. Does the company have appropriate arrangements in place to ensure the quality of investigations?
Score
1
Comments
<p>Based on publicly available information, there is evidence that the company assures itself of the quality of its internal investigations. There is evidence that the company assures itself of the quality of both incident investigations and whistleblowing cases. There is also evidence that staff conducting investigations are properly qualified.</p> <p>However, there is no evidence on how complaints about the investigation process are handled or who is responsible for handling such complaints. There is also no evidence that the company reviews its investigations procedure at least every three years or in response to any changes in the regulatory environment.</p>
Evidence
<p>[4] Whistleblower Policy (Document) Accessed 13/08/2019 https://www.damen.com/-/media/New-Corporate-Damen/Documents/Damen_Shipyards_Group_Whistleblower_Policy_02_2019.pdf</p> <p>[p.3] The investigation shall be conducted by qualified and independent staff, in case it is necessary, professional and independent external investigators will be called in.</p> <p>[p.4]</p> <div style="background-color: #f4a460; padding: 5px; text-align: center; margin-bottom: 10px;"> APPENDIX </div> <p>Depending on the gravity and the extent of the wrongdoing or irregularity, and of the persons involved, it is up to you to decide with whom you will report this. The Whistleblower Policy is summarised in the flow chart.</p> <p style="text-align: center;">WHISTLEBLOWER POLICY FLOW CHART</p> <div style="border: 1px solid #ccc; padding: 10px; margin-bottom: 10px;"> <p style="text-align: center; background-color: #808080; color: white; padding: 5px;">REPORTING A (POSSIBLE) WRONGDOING OR IRREGULARITY</p> <div style="display: flex; justify-content: space-between; align-items: flex-start;"> <div style="background-color: #0056b3; color: white; padding: 10px; width: 20%;">GAIN ADVICE</div> <div style="border: 1px solid #0056b3; padding: 10px; width: 75%;"> <ul style="list-style-type: none"> – Superior – Compliance Officer – ‘Adviespunt klokkenluiders’ </div> </div> <div style="display: flex; justify-content: space-between; align-items: flex-start; margin-top: 10px;"> <div style="background-color: #0056b3; color: white; padding: 10px; width: 20%;">REPORTING</div> <div style="border: 1px solid #0056b3; padding: 10px; width: 75%;"> <ul style="list-style-type: none"> – Superior – Compliance Officer – Audit Committee (AC) – External party </div> </div> </div> <div style="border: 1px solid #ccc; padding: 10px; margin-bottom: 10px;"> <p style="text-align: center; background-color: #808080; color: white; padding: 5px;">THE INVESTIGATION</p> <div style="display: flex; justify-content: space-between; align-items: center; padding: 10px;"> <div style="background-color: #0056b3; color: white; padding: 10px; width: 20%;">CONDUCT INTERVIEW WITH COMPLAINANT</div> <div style="background-color: #0056b3; color: white; padding: 10px; width: 20%;">DECIDE ABOUT NATURE AND SIZE OF THE INVESTIGATION</div> <div style="background-color: #0056b3; color: white; padding: 10px; width: 20%;">CONDUCT INVESTIGATION</div> <div style="background-color: #0056b3; color: white; padding: 10px; width: 20%;">REPORT THE FINDINGS</div> </div> </div> <div style="border: 1px solid #ccc; padding: 10px;"> <p style="text-align: center; background-color: #808080; color: white; padding: 5px;">REPORTING AND FOLLOW-UP</p> <div style="display: flex; justify-content: space-between; align-items: center; padding: 10px;"> <div style="background-color: #0056b3; color: white; padding: 10px; width: 25%;">DISCUSS FINDINGS WITH THE COMPLAINANT</div> <div style="background-color: #0056b3; color: white; padding: 10px; width: 25%;">DISCUSS FINDINGS WITH EB (VIA AC)</div> <div style="background-color: #0056b3; color: white; padding: 10px; width: 25%;">CARRY OUT SUBSEQUENT STEPS</div> </div> </div>

Question
2.5. Does the company's investigative procedure include a commitment to report material findings of bribery and corruption to the board and any criminal conduct to the relevant authorities?
Score
1
Comments
<p>Based on publicly available information, there is evidence that the company commits to report material findings of bribery and corruption from investigations to the board.</p> <p>However, there is no evidence that an appropriate senior individual is responsible for ensuring that the disclosure of criminal offences to relevant authorities is evaluated and acted upon if necessary.</p>
Evidence
<p>[4] Whistleblower Policy (Document) Accessed 13/08/2019 https://www.damen.com/-/media/New-Corporate-Damen/Documents/Damen_Shipyards_Group_Whistleblower_Policy_02_2019.pdf [p.3] The Compliance Officer will oversee the investigation and will report on the findings of the investigation to the Executive Board or to the Audit Committee if the Executive Committee is involved.</p> <p>[p.4]</p> <div style="background-color: #f4a460; padding: 5px; margin: 10px 0;">APPENDIX</div> <p>Depending on the gravity and the extent of the wrongdoing or irregularity, and of the persons involved, it is up to you to decide with whom you will report this. The Whistleblower Policy is summarised in the flow chart.</p> <p style="text-align: center;">WHISTLEBLOWER POLICY FLOW CHART</p> <div style="border: 1px solid #ccc; padding: 10px; margin: 10px 0;"> <div style="background-color: #808080; color: white; padding: 5px; text-align: center; margin-bottom: 10px;">REPORTING A (POSSIBLE) WRONGDOING OR IRREGULARITY</div> <div style="display: flex; justify-content: space-between;"> <div style="background-color: #005596; color: white; padding: 10px; text-align: center; width: 20%;">GAIN ADVICE</div> <div style="border: 1px solid #005596; padding: 10px; width: 75%;"> <ul style="list-style-type: none"> – Superior – Compliance Officer – 'Adviespunt klokkenluiders' </div> </div> <div style="display: flex; justify-content: space-between; margin-top: 10px;"> <div style="background-color: #005596; color: white; padding: 10px; text-align: center; width: 20%;">REPORTING</div> <div style="border: 1px solid #005596; padding: 10px; width: 75%;"> <ul style="list-style-type: none"> – Superior – Compliance Officer – Audit Committee (AC) – External party </div> </div> </div> <div style="border: 1px solid #ccc; padding: 10px; margin: 10px 0;"> <div style="background-color: #808080; color: white; padding: 5px; text-align: center; margin-bottom: 10px;">THE INVESTIGATION</div> <div style="display: flex; justify-content: space-between; align-items: center;"> <div style="background-color: #005596; color: white; padding: 10px; text-align: center; width: 20%;">CONDUCT INTERVIEW WITH COMPLAINANT</div> <div style="background-color: #005596; color: white; padding: 10px; text-align: center; width: 20%;">DECIDE ABOUT NATURE AND SIZE OF THE INVESTIGATION</div> <div style="background-color: #005596; color: white; padding: 10px; text-align: center; width: 20%;">CONDUCT INVESTIGATION</div> <div style="background-color: #005596; color: white; padding: 10px; text-align: center; width: 20%;">REPORT THE FINDINGS</div> </div> </div> <div style="border: 1px solid #ccc; padding: 10px; margin: 10px 0;"> <div style="background-color: #808080; color: white; padding: 5px; text-align: center; margin-bottom: 10px;">REPORTING AND FOLLOW-UP</div> <div style="display: flex; justify-content: space-between; align-items: center;"> <div style="background-color: #005596; color: white; padding: 10px; text-align: center; width: 25%;">DISCUSS FINDINGS WITH THE COMPLAINANT</div> <div style="background-color: #005596; color: white; padding: 10px; text-align: center; width: 25%;">DISCUSS FINDINGS WITH EB (VIA AC)</div> <div style="background-color: #005596; color: white; padding: 10px; text-align: center; width: 25%;">CARRY OUT SUBSEQUENT STEPS</div> </div> </div>

Question
2.6. Does the company publish high-level results from incident investigations and disciplinary actions against its employees?
Score
1
Comments
<p>Based on publicly available information, there is evidence that the company publishes some high-level information on its ethics and compliance related incidents and investigations involving company employees.</p> <p>However, it is not clear the information provided applies to employees at all levels in the company, nor is there evidence that the data provided includes the number of reports received, including those through whistleblowing channels, or the number of investigations launched.</p>
Evidence
<p>[1] Corporate Social Responsibility Report 2018 (Document) Accessed 13/08/2019 https://www.damen.com/-/media/New-Corporate-Damen/Images/About-Damen/About/Sustainability-Report/Damen_Corporate_Social_Responsibility_Report_2018_June_2019_.pdf [p.36] During 2018 no confirmed incidents of corruption involving Damen, employees or business partners took place. Dutch authorities visited the Damen offices in Gorinchem on Friday 13th January 2017 and are performing an investigation to date. No specifics have been officially shared with Damen and as such, both the exact focus of the investigation and the duration thereof is clear. Some media reports speculate that the investigation focuses on the way in which some agents have represented Damen abroad. This has however not been officially confirmed. Damen continues to cooperate fully with the authorities during the investigation.</p>

3. Support to Employees

Question
3.1. Does the company provide training on its anti-bribery and corruption programme to all employees across all divisions and geographies, and in all appropriate languages?
Score
1
Comments
<p>Based on publicly available information, there is evidence that the company provides a training module that outlines the basic principles of the anti-bribery and corruption policy, including the whistleblowing options available to employees. The evidence suggests that the training is systematically provided to all employees across all divisions and all countries regions of operation.</p> <p>However, the company receives a score of '1' because it is not clear how frequently all employees receive training.</p>
Evidence
<p>[3] Anti-Bribery and Corruption Policy (Document) Accessed 13/08/2019 https://www.damen.com/-/media/New-Corporate-Damen/Documents/Damen_Shipyards_Group_Bribery_and_corruption_02_2019.pdf [p.1] Compliance Programme The compliance programme consists of the elements risk management, policies and procedures, training and communication, monitoring and auditing and incident handling. Damen does not tolerate bribery, corruption, fraud, violations of trade sanctions, anti-money laundering or anti-competition laws, or any other illegal or unethical conduct by anyone working for or on behalf of the company. Risks are assessed on a yearly basis. Training and communication ensures the implementation of the Code of Conduct and related compliance policies. The compliance trainings are tailored to specific target groups and are offered both online and face-to-face.</p> <p>[1] Corporate Social Responsibility Report 2018 (Document) Accessed 13/08/2019 https://www.damen.com/-/media/New-Corporate-Damen/Images/About-Damen/About/Sustainability-Report/Damen_Corporate_Social_Responsibility_Report_2018_June_2019_.pdf [p.35] TRAINING AND AWARENESS Damen provides general training to all its employees worldwide on the group's Code of Conduct. A number of e-learning courses are available on specific topics. For example, employees that deal with third parties such as customers, agents, brokers, suppliers or distributors participate bi-annually in a specific training on preventing bribery and corruption. In December 2018, Damen participated for the third time in the Week of Integrity, an initiative of the Dutch International Chamber of Commerce (ICC). An extensive internal awareness campaign has been launched during this week, consisting of both online and offline communications by top level management and shop floor staff reaching all employees and highlight the importance of doing business with integrity.</p> <p>[2] Core Values & Business Principles (Document) Accessed 13/08/2019 https://www.damen.com/-/media/New-Corporate-Damen/Documents/Damen_Shipyards_Group_Core_Values_and_Business_Principles_2019.pdf [p.4] Damen expects employees to report infringements of this Code of Conduct directly to their supervisors and to the Group Compliance Officer. In addition, employees may use the Damen Whistle-blower's Policy to make reports. If desired, reports can be made anonymously and all reports are handled confidentially.</p> <p>[5] Compliance (Webpage) Accessed 13/08/2019 https://www.damen.com/en/csr/compliance Compliance Programme</p>

[...]

Training and communication ensures the implementation of the Code of Conduct and related compliance policies. The compliance trainings are tailored to specific target groups and are offered both online and face-to-face.

Question
3.2. Does the company provide tailored training on its anti-bribery and corruption programme for at least the following categories of employees: a) Employees in high risk positions, b) Middle management, c) Board members.
Score
1
Comments
<p>Based on publicly available information, there is evidence that the company states that employees in certain positions receive tailored anti-bribery and corruption training. The company indicates that employees in high risk positions – including those who deal with agents, customers and suppliers – receive training bi-annually.</p> <p>However, the company receives a score of ‘1’ because there is no evidence that it provides tailored anti-corruption training to its middle management and board members.</p>
Evidence
<p>[1] Corporate Social Responsibility Report 2018 (Document) Accessed 13/08/2019 https://www.damen.com/-/media/New-Corporate-Damen/Images/About-Damen/About/Sustainability-Report/Damen_Corporate_Social_Responsibility_Report_2018_June_2019_.pdf [p.35] TRAINING AND AWARENESS Damen provides general training to all its employees worldwide on the group's Code of Conduct. A number of e-learning courses are available on specific topics. For example, employees that deal with third parties such as customers, agents, brokers, suppliers or distributors participate bi-annually in a specific training on preventing bribery and corruption. In December 2018, Damen participated for the third time in the Week of Integrity, an initiative of the Dutch International Chamber of Commerce (ICC). An extensive internal awareness campaign has been launched during this week, consisting of both online and offline communications by top level management and shop floor staff reaching all employees and highlight the importance of doing business with integrity.</p>

Question
3.3. Does the company measure and review the effectiveness of its anti-bribery and corruption communications and training programme?
Score
1
Comments
Based on publicly available information, there is evidence that the company measures the efficacy of its compliance programme via an employee engagement survey. However, it is not clear that the company measures or reviews the efficacy of its anti-bribery and corruption communications or training programme.
Evidence
<p>[1] Corporate Social Responsibility Report 2018 (Document) Accessed 13/08/2019 https://www.damen.com/-/media/New-Corporate-Damen/Images/About-Damen/About/Sustainability-Report/Damen_Corporate_Social_Responsibility_Report_2018_June_2019_.pdf [p.12] Damen measures the effectiveness of its compliance programme regularly via an employee engagement survey.</p>

Question
3.4. Does the company ensure that its employee incentive schemes are designed in such a way that they promote ethical behaviour and discourage corrupt practices?
Score
0
Comments
There is no publicly available evidence to indicate that the company's incentive schemes incorporate ethical or anti-bribery and corruption principles.
Evidence
No evidence found.

Question
3.5. Does the company commit to and assure itself that it will support and protect employees who refuse to act unethically, even when it might result in a loss of business?
Score
0
Comments
<p>Based on publicly available information, there is evidence that the company commits to support and protect employees who refuse to act unethically.</p> <p>However, the company does not specify that it will support employees even where such actions result in a loss of business to the company. There is also no evidence it assures itself of employee's confidence in this.</p>
Evidence
<p>[3] Anti-Bribery and Corruption Policy (Document) Accessed 13/08/2019 https://www.damen.com/-/media/New-Corporate-Damen/Documents/Damen_Shipyards_Group_Bribery_and_corruption_02_2019.pdf [p.1] Employees who refuse to act unethically in keeping with this policy will be supported and protected in all cases.</p>

Question
3.6. Does the company have a clear policy of non-retaliation against whistleblowers and employees who report bribery and corruption incidents?
Score
1
Comments
<p>Based on publicly available information, there is evidence that the company promotes a clear policy of non-retaliation against both whistleblowers and employees who report bribery and corruption incidents that explicitly applies to all employees across the organization, including those employed by the group as third parties, suppliers and joint venture partners.</p> <p>However, there is no evidence that the company assures itself of its employees' confidence in this commitment through surveys, usage data, or other clearly stated means.</p>
Evidence
<p>[3] Anti-Bribery and Corruption Policy (Document) Accessed 13/08/2019 https://www.damen.com/-/media/New-Corporate-Damen/Documents/Damen_Shipyards_Group_Bribery_and_corruption_02_2019.pdf [p.1] This Policy applies, without exception, to all Damen companies and their employees worldwide. This Policy furthermore extends to any person or entity associated with or performing services for or on behalf of Damen (such as agents), as well as to any joint venture in which Damen is a participant. All of the above are therefore expected to comply with this Policy and to follow the anti-bribery and corruption laws that Damen is subject to.</p> <p>[p.4] Damen prohibits any form of reprisal against employees that have made a report in good faith.</p> <p>[4] Whistleblower Policy (Document) Accessed 13/08/2019 https://www.damen.com/-/media/New-Corporate-Damen/Documents/Damen_Shipyards_Group_Whistleblower_Policy_02_2019.pdf [p.1] This policy applies to all Damen Shipyards companies and employees worldwide, including temporary workers and contractors, volunteers and interns.</p> <p>Other stakeholders of Damen, such as joint ventures, agents, customers and suppliers are also eligible to address possible Damen-related concerns of wrongdoing or irregularities towards Damen Shipyards Group.</p> <p>[p.3] PROTECTION FOR EMPLOYEES REPORTING A CONCERN Damen takes all misconduct seriously and everyone should feel free to report any wrongdoing or irregularity as described herein. Damen shall not dismiss, discharge, demote, suspend or in any way harass the employee or business partner who has reported a concern in good faith. Concrete measures to prevent any harassment will be discussed when the wrongdoing is reported. This also applies to any employee or business partner who cooperates in good faith with the subsequent investigation, even if the investigation does not confirm the wrongdoing or irregularity. When an employee files a report, this will be appreciated and stimulated, but this does not necessarily mean that (s)he obtains immunity if (s)he has been involved in a breach of the Code of Conduct or other rules and regulations.</p> <p>When you do, however, experience any harassment, you can report this to your superior or the Compliance Officer, who will subsequently take action. You can file a request for an internal investigation into harassment. If need be, possible other persons involved will be protected also.</p>

Question
3.7. Does the company provide multiple whistleblowing and advice channels for use by all (e.g. employees and external parties), and do they allow for confidential and, wherever possible, anonymous reporting?
Score
1
Comments
<p>Based on publicly available information, there is evidence that the company has whistleblowing and advice channels. The channels are confidential, there are both externally and internally operated channels and both whistleblowing and advice channels. The channels are explicitly available to any employees of third parties, suppliers or joint venture partners.</p> <p>However, there is no clear evidence that the company's channels are available in multiple languages.</p>
Evidence
<p>[4] Whistleblower Policy (Document) Accessed 13/08/2019 https://www.damen.com/-/media/New-Corporate-Damen/Documents/Damen_Shipyards_Group_Whistleblower_Policy_02_2019.pdf [p.1] This policy applies to all Damen Shipyards companies and employees worldwide, including temporary workers and contractors, volunteers and interns.</p> <p>Other stakeholders of Damen, such as joint ventures, agents, customers and suppliers are also eligible to address possible Damen-related concerns of wrongdoing or irregularities towards Damen Shipyards Group.</p> <p>[p.2] WHAT IS MEANT BY WRONGDOING OR AN IRREGULARITY? -Any (potential) breach of Damen Shipyards' Code of Conduct, corporate policy or other rules and regulations - Any (potential) public health or environmental hazard n Any (potential) personal safety risk - Irregularities that might directly or indirectly harm the operations of Damen Shipyards Group and/or its good name or brand image - Other irregularities that might potentially affect the public interest</p> <p>Any of the above matters can be reported, internally or externally, if based on reasonable grounds.</p> <p>INFORMATION, ADVICE AND SUPPORT Prior to deciding whether you will actually report a concern of wrongdoing or irregularity, you have the option to consult the Damen Shipyards Group Compliance Officer in confidence and/or to acquire support via: Email Compliance@damen.com Post P.O. Box 1 4200 AA Gorinchem The Netherlands</p> <p>REPORTING A CONCERN</p> <p>HOW TO REPORT A CONCERN INTERNALLY Depending on the gravity and the extent of the wrongdoing or irregularity, and of the persons involved, it is up to you to decide with whom you will report this. You have a number of options for this, which we will explain hereunder.</p> <p>Damen encourages you to discuss possible wrongdoings or irregularities with your superior first – if possible. We believe that candid communication in our organisation is the basis of a sound working environment. We ask you to provide all details of the possible wrongdoing or irregularity to your superior or Managing Director (nature, time and place as well as the persons concerned) and, if possible, to include supporting evidence.</p> <p>You also have the option to directly contact the Damen Shipyards Compliance Officer – which if you wish can also be done anonymously – via:</p> <p>Email Compliance@damen.com</p>

Post P.O. Box 1
4200 AA Gorinchem
The Netherlands

If the wrongdoing or irregularity relates to the Compliance Officer or the Executive Board, you can report to the Audit Committee.

Email auditcommittee@damen.com

HOW TO REPORT A CONCERN EXTERNALLY

If a similar wrongdoing or irregularity which has been reported earlier, in your view did not lead to timely, adequate corrective action – or if an internal report is not possible – you can report to an External Counsel via:

Email damenwhistleblower@wlaws.com

[3] Anti-Bribery and Corruption Policy (Document)

Accessed 13/08/2019

https://www.damen.com/-/media/New-Corporate-Damen/Documents/Damen_Shipyards_Group_Bribery_and_corruption_02_2019.pdf

[p.1] This Policy applies, without exception, to all Damen companies and their employees worldwide.

This Policy furthermore extends to any person or entity associated with or performing services for or on behalf of Damen (such as agents), as well as to any joint venture in which Damen is a participant. All of the above are therefore expected to comply with this Policy and to follow the anti-bribery and corruption laws that Damen is subject to.

This Policy will not address every situation you may encounter or provide answers to all questions with regard to anti-bribery and corruption laws. If you have any questions or doubts as to this Policy and whether certain behaviour is in line with these laws or the scope of applicable laws in your day-to-day business, you are urged to contact your line manager or the Group Compliance Officer of Damen via compliance@damen.com.

[p.4] REPORTING

Damen expects employees to report their suspicions of infringement of the Damen Code of Conduct directly to their superiors or to the Group Compliance Officer. In addition, employees may use the Damen Whistle-blower's Policy to report such situations. If desired, reports may be made anonymously, and all reports will be handled confidentially. Damen prohibits any form of reprisal against employees that have made a report in good faith.

[1] Corporate Social Responsibility Report 2018 (Document)

Accessed 13/08/2019

https://www.damen.com/-/media/New-Corporate-Damen/Images/About-Damen/About/Sustainability-Report/Damen_Corporate_Social_Responsibility_Report_2018_June_2019_.pdf

[p.4] COMPLIANCE & REPORTING

Damen expects that all employees, including temporary employees, subcontractors, volunteers and trainees comply with this Code of Conduct. Employees are also expected to discuss questions concerning the Code of Conduct and dilemmas in the workplace with each other and their supervisors.

Infringement of the Code of Conduct is specifically prohibited. Damen understands that where work is done, mistakes can be made. We learn from mistakes and they give us the opportunity to improve things. Conscious infringement of the Code of Conduct, however, such as fraud, bribery or conflicts of interest may lead to the appropriate sanctions.

Damen expects employees to report infringements of this Code of Conduct directly to their supervisors and to the Group Compliance Officer. In addition, employees may use the Damen Whistle-blower's Policy to make reports. If desired, reports can be made anonymously and all reports are handled confidentially. Damen prohibits any form of reprisal against employees that have made a report in good faith.

Employees can contact the Group Compliance Officer via compliance@damen.com for questions about this Code of Conduct, advice dilemmas in their daily work or suspicion of infringement of this Code of Conduct.

4. Conflict of Interest

Question
4.1. Does the company have a policy defining conflicts of interest – actual, potential and perceived – that applies to all employees and board members?
Score
1
Comments
<p>Based on publicly available information, there is evidence that the company has a policy for conflicts of interest.</p> <p>However, the company receives a score of '1' because there is no evidence that this policy differentiates between actual, potential and perceived conflicts, nor does it cover specific types of conflicts of interest, such as employee relationships, government relationships, financial interests or other employment. Furthermore, there is no evidence that the policy applies to board members.</p> <p>It is noted that the company has a policy entitled 'Personal & Business Integrity' which may contain more information on conflicts of interest, but this does not appear to be publicly accessible.</p>
Evidence
<p>[2] Core Values & Business Principles (Document) Accessed 13/08/2019 https://www.damen.com/-/media/New-Corporate-Damen/Documents/Damen_Shipyards_Group_Core_Values_and_Business_Principles_2019.pdf</p> <p>[p.4] 7. CONFLICTS OF INTEREST Employees should avoid conflicts of interests between their private dealings and their responsibilities towards Damen. Prior approval by management is required for the fulfillment of private functions that may interfere adversely with the interests of a Damen company.</p> <p>- For more information concerning conflicts of interest, sponsoring and donations, see the policy for Personal & Business integrity.</p> <p>[5] Compliance (Webpage) Accessed 13/08/2019 https://www.damen.com/en/csr/compliance</p> <p>Policies The Executive Board has put a comprehensive set of policies in place to manage compliance risks. The most relevant policies for external stakeholders are available for direct download on this website. Additionally Damen has numerous other internal policies in place, amongst others an Import and Export Controls and Sanctions Policy, Competition policy, Personal and Business Integrity Policy, Financial Compliance Policy and Retention Policy.</p> <p>[1] Corporate Social Responsibility Report 2018 (Document) Accessed 13/08/2019 https://www.damen.com/-/media/New-Corporate-Damen/Images/About-Damen/About/Sustainability-Report/Damen_Corporate_Social_Responsibility_Report_2018_June_2019_.pdf</p> <p>[p.16] Conflicts of Interest Employees should avoid conflicts of interests between their private dealings and their responsibilities towards Damen.</p>

Question
4.2. Are there procedures in place to identify, declare and manage conflicts of interest, which are overseen by a body or individual ultimately accountable for the appropriate management and handling of conflict of interest cases?
Score
0
Comments
<p>Based on publicly available information, there is some evidence that the company has some procedures in place to manage conflicts of interest. The company indicates that it requires management approval in certain cases.</p> <p>However, the company receives a score of '0' because it does not provide further publicly available information on its controls and procedures in place to identify, declare or manage conflicts of interest.</p>
Evidence
<p>[2] Core Values & Business Principles (Document) Accessed 13/08/2019 https://www.damen.com/-/media/New-Corporate-Damen/Documents/Damen_Shipyards_Group_Core_Values_and_Business_Principles_2019.pdf [p.4] 7. CONFLICTS OF INTEREST Employees should avoid conflicts of interests between their private dealings and their responsibilities towards Damen. Prior approval by management is required for the fulfillment of private functions that may interfere adversely with the interests of a Damen company.</p>

Question
4.3. Does the company have a policy and procedure regulating the appointment of directors, employees or consultants from the public sector?
Score
0
Comments
There is no publicly available evidence to indicate that the company has a policy regulating the employment of current or former public officials.
Evidence
No evidence found.

Question
4.4. Does the company report details of the contracted services of serving politicians to the company?
Score
0
Comments
There is no publicly available evidence to indicate that the company reports details of the contracted services of serving politicians.
Evidence
No evidence found.

5. Customer Engagement

5.1 Contributions, Donations and Sponsorships

Question
5.1.1. Does the company have a clearly defined policy and/or procedure covering political contributions?
Score
0
Comments
<p>Based on publicly available information, there is evidence that the company has a policy on corporate political contributions. The company indicates that it does not make any types of political contributions to parties, candidates or institutions. There is evidence that this policy applies across the company. In addition, the company states that it does not make any contributions through employee action committees.</p> <p>However, there is some evidence to indicate that the company might make political contributions in certain circumstances, with the approval of the Group Compliance Officer. Since it does not fully prohibit political contributions, the company receives a score of '0' in line with the scoring criteria.</p>
Evidence
<p>[1] Corporate Social Responsibility Report 2018 (Document) Accessed 13/08/2019 https://www.damen.com/-/media/New-Corporate-Damen/Images/About-Damen/About/Sustainability-Report/Damen_Corporate_Social_Responsibility_Report_2018_June_2019_.pdf [p.36] Damen does not participate in political parties, nor support political parties, their institutions, agencies or representatives financially.</p> <p>[3] Anti-Bribery and Corruption Policy (Document) Accessed 13/08/2019 https://www.damen.com/-/media/New-Corporate-Damen/Documents/Damen_Shipyards_Group_Bribery_and_corruption_02_2019.pdf [p.1] This Policy applies, without exception, to all Damen companies and their employees worldwide. This Policy furthermore extends to any person or entity associated with or performing services for or on behalf of Damen (such as agents), as well as to any joint venture in which Damen is a participant. All of the above are therefore expected to comply with this Policy and to follow the anti-bribery and corruption laws that Damen is subject to.</p> <p>[p.4] POLITICAL AND CHARITABLE CONTRIBUTIONS Damen will not make any political or charitable contributions as an inducement for something in return. Any such contribution will be made in a transparent manner after approval by the Group Compliance Officer.</p> <p>-For further information consult the Personal & Business Integrity Policy.</p> <p>[2] Core Values & Business Principles (Document) Accessed 13/08/2019 https://www.damen.com/-/media/New-Corporate-Damen/Documents/Damen_Shipyards_Group_Core_Values_and_Business_Principles_2019.pdf [p.4] Damen Group companies do not participate in, or support political parties. Damen Group companies do not make any payments or donations to political parties or their institutions, agencies or representatives. Damen does not facilitate political donations by employee action committees.</p> <p>-For more information concerning conflicts of interest, sponsoring and donations, see the policy for Personal & Business integrity.</p>

Question
5.1.2. Does the company publish details of all political contributions made by the company and its subsidiaries, or a statement that it has made no such contribution?
Score
0
Comments
There is no evidence that the company publishes any details of its political contributions. Although the company states that it does not make political contributions, there is some evidence to indicate that it may make such donations in certain circumstances.
Evidence
<p>[3] Anti-Bribery and Corruption Policy (Document) Accessed 13/08/2019 https://www.damen.com/-/media/New-Corporate-Damen/Documents/Damen_Shipyards_Group_Bribery_and_corruption_02_2019.pdf</p> <p>[p.4] POLITICAL AND CHARITABLE CONTRIBUTIONS Damen will not make any political or charitable contributions as an inducement for something in return. Any such contribution will be made in a transparent manner after approval by the Group Compliance Officer.</p>

Question
5.1.3. Does the company have a clearly defined policy and/or procedure covering charitable donations and sponsorships, whether made directly or indirectly, and does it publish details of all such donations made by the company and its subsidiaries?
Score
0
Comments
<p>Based on publicly available information, there is some evidence that the company has a policy covering donations and sponsorship. The company indicates that its policy on 'Personal and Business Integrity' contains more information on its approach to charitable donations, but this does not appear to be publicly available. In addition, the company publishes on some of the charitable initiatives that it supports, but there is no evidence that it publishes a comprehensive list of all donations, nor does it publish specific details such as the recipient, amount and country of recipient for each donation.</p>
Evidence
<p>[3] Anti-Bribery and Corruption Policy (Document) Accessed 13/08/2019 https://www.damen.com/-/media/New-Corporate-Damen/Documents/Damen_Shipyards_Group_Bribery_and_corruption_02_2019.pdf [p.4] POLITICAL AND CHARITABLE CONTRIBUTIONS Damen will not make any political or charitable contributions as an inducement for something in return. Any such contribution will be made in a transparent manner after approval by the Group Compliance Officer.</p> <p>-For further information consult the Personal & Business Integrity Policy.</p> <p>[2] Core Values & Business Principles (Document) Accessed 13/08/2019 https://www.damen.com/-/media/New-Corporate-Damen/Documents/Damen_Shipyards_Group_Core_Values_and_Business_Principles_2019.pdf [p.4] CONFLICTS OF INTEREST Employees should avoid conflicts of interests between their private dealings and their responsibilities towards Damen. Prior approval by management is required for the fulfillment of private functions that may interfere adversely with the interests of a Damen company.</p> <p>[...]</p> <p>> For more information concerning conflicts of interest, sponsoring and donations, see the policy for Personal & Business integrity.</p> <p>[1] Corporate Social Responsibility Report 2018 (Document) Accessed 13/08/2019 https://www.damen.com/-/media/New-Corporate-Damen/Images/About-Damen/About/Sustainability-Report/Damen_Corporate_Social_Responsibility_Report_2018_June_2019_.pdf [p.27] 3.2 CONTRIBUTING TO LOCAL COMMUNITIES OUR AMBITIONS Damen is a true global player; a fact that contributes considerably to our business success. At the same time, we have a significant impact on various local areas in the world where we operate. No matter where we are, we mitigate health, safety, environmental and other risks with the same amount of effort and dedication as in the Netherlands. We want to go beyond that and contribute actively to local communities.</p> <p>To us, a true community is not just about being geographically close to someone or being part of the same social network. It is about feeling connected and responsible for what happens to the people around you. Consequently, we do our very best to be a good corporate citizen and respectful to our stakeholders and hosts around the world.</p> <p>DAMEN'S SOCIO-ECONOMIC IMPACT</p>

Our core business itself contributes directly and indirectly to socio-economic development on a regional scale. For example, Damen connects people by providing public transport systems, protects the population by selling patrol, security and defence vessels, and tackles the world's growing need for food by developing both sustainable and efficient fishing and aquaculture solutions.

Generally speaking, Damen helps and takes care of people in an above-average manner by generating secure jobs around the world, paying fair wages, prioritising security, training and developing our employees and providing them with medical care. Furthermore, Damen accepts the responsibility of respecting human rights in line with the United Nations' Universal Declaration of Human Rights when conducting our business. Another, completely different way Damen is involved in society is the involvement in local culture and sport activities.

As shown via several examples throughout this report, Damen employees and decision-makers play an active role in society by implementing ideas and initiating projects. Some more examples of these activities are outlined in the following section. The social impact ranges from employment of people from disadvantaged communities to engagement in cultural events and institutions.

DAMEN FOR SOUTH-AFRICAN COMMUNITY

Where there are challenges, Damen identifies them and plays its part in addressing them for the future. The results of this philosophy can be seen, for example, in Damen Shipyards Cape Town's Training Academy. Here, tomorrow's shipbuilders receive the learning they require to become artisans like welders and boilermakers, with the possibility of becoming part of our team upon qualification or eventually setting up their own enterprises. Notably, this has helped a number of women – traditionally under-represented in the shipbuilding sector – to develop a successful career for themselves.

[p.28] The recruitment at Damen Shipyards Cape Town also focuses on youth from disadvantaged communities. A great example is the shipyard's participation in the government's YES youth development programme, employing young artisans from previously disadvantaged communities and training them through the apprentice programme. Damen is also committed to the South-African Government's Broad-Based Black Economic Empowerment programme (BBBEE). Through the additional orders received by Damen Shipyards Cape Town shortly before the beginning of 2018, this positive impact will certainly continue and increase.

TREASURING DUTCH CULTURE

Supporting and highlighting unique elements of Dutch art and culture has always been a serious and heartfelt endeavour of Damen Shipyards Group and in particular the Damen family. This has resulted in Damen sponsoring and actively shaping many large and small maritime museums, galleries, theatres and similar cultural establishments.

The Damen family has a love of art, something that they are keen to encourage and share with others following the philosophy of life-long learning. They want to encourage and give access to culture wherever possible and this certainly includes their own employees in their place of work. To those ends, works of art are displayed at various public spaces and offices at Damen Shipyards Gorinchem, attracting a fair amount of interest. A vital role in this is played by Josien Damen and Dina Damen, who run the company's Exhibitions Department.

Since the foundation of their company, the Damen family has supported a wide range of projects and institutions. With regard to long-term partnerships, the Nederlands Dans Theater (NDT) is a good example, being the largest contemporary dance theatre in the country. It is internationally oriented and is well-known for its open mind towards cultural diversity. Other cooperations include the both the local museum and the local theatre in the city of Gorinchem, where Damen's headquarters are located, and other museums in the Netherlands such as those in The Hague, Vlissingen, Vlaardingen, Slidrecht and Urk.

FOSTERING SOCIAL PROJECTS IN GALAȚI

We work to improve people's lives. Damen's local CSR activities in Galați, Romania are one example of this. Our support encompasses the promotion of education, modernisation, health services and social support. We work on these missions with a number of partners and volunteers, playing an important role in assisting us.

From our point of view health is vital. We want to save lives and support medical progress in Romania. Because health is the most valuable, but also the most fragile, thing that we have, we give priority to it. A good example is Damen's funding of a local intervention and recovery centre for children with disabilities in 2018. Notably, this centre is also accessible to children coming from rural areas of Galați and neighbouring counties. Together with our partner foundation Fundația Inima de Copil we ensured the continuance of health screenings, individualised intervention plans and rehabilitation therapy sessions. Another project that could be realised in 2018 with the help of Damen was the creation of a salt therapy centre. This type of alternative therapy helps people suffering from lung diseases and chronic pain sufferers to recover faster.

Our second vision is to help children to develop themselves on a personal level and build their future career. Apart from the rehabilitation of two playgrounds and the support of smaller initiatives, Damen funded another project initiated by the foundation Fundația Inima de Copil. The project seeks to identify and support children with a high level of vulnerability within their community and at risk of school and family abandonment. Also, the project wants to empower children in rural areas who display exceptional performance at school.

5.2 Lobbying

Question
5.2.1 Does the company have a policy and/or procedure covering responsible lobbying?
Score
0
Comments
There is no publicly available evidence that the company has a policy or procedure on lobbying.
Evidence
No evidence found.

Question
5.2.2 Does the company publish details of the aims and topics of its public policy development and lobbying activities it carries out?
Score
0
Comments
There is no publicly available evidence that the company publishes any information on its lobbying aims, topics or activities.
Evidence
No evidence found.

Question
5.2.3 Does the company publish full details of its global lobbying expenditure?
Score
0
Comments
There is no publicly available evidence that the company provides any details about its global lobbying expenditure.
Evidence
No evidence found.

5.3 Gifts and Hospitality

Question
5.3.1 Does the company have a policy and/or procedure on gifts and hospitality to ensure they are bona fide to prevent undue influence or other corruption?
Score
1
Comments
<p>Based on publicly available information, there is evidence that the company has a policy and procedure on the giving and receipt of gifts and hospitality. The policy addresses the risks associated with gifts and hospitality in relation to public officials.</p> <p>However, there is no evidence that the company's policy includes specific controls to address these risks, such as financial or proportional limits or different approval procedures for different types of promotional expenses. There is no evidence that all gifts and hospitality above a certain threshold are recorded in a dedicated register or central depository that is accessible to those responsible for oversight of the process. There is evidence that the company has a policy on 'Personal & Business Integrity' which may contain more information on gifts and hospitality, but this does not appear to be publicly accessible.</p>
Evidence
<p>[1] Corporate Social Responsibility Report 2018 (Document) Accessed 13/08/2019 https://www.damen.com/-/media/New-Corporate-Damen/Images/About-Damen/About/Sustainability-Report/Damen_Corporate_Social_Responsibility_Report_2018_June_2019_.pdf [p.36] Gifts and hospitality in relation to government officials is also considered an increased risk of bribery or corruption and therefore appropriate measures have been taken.</p> <p>[2] Core Values & Business Principles (Document) Accessed 13/08/2019 https://www.damen.com/-/media/New-Corporate-Damen/Documents/Damen_Shipyards_Group_Core_Values_and_Business_Principles_2019.pdf [p.4] 5. Business Integrity Damen will not allow bribery and/or any other forms of unethical business practice in its companies or by its employees. No employee may receive, make, offer, promise or authorize any payment or gift which is, or may be construed as being a bribe.</p> <p>-See the Anti-bribery & Corruption Policy to learn in more detail how we can maintain our business integrity and avoid bribery and corruption.</p> <p>- For more information about gifts, hospitality, travel and entertainment in this context, see the policy for Personal & Business Integrity.</p> <p>[3] Anti-Bribery and Corruption Policy (Document) Accessed 13/08/2019 https://www.damen.com/-/media/New-Corporate-Damen/Documents/Damen_Shipyards_Group_Bribery_and_corruption_02_2019.pdf [p.2] PROHIBITIONS This Policy – in line with the applicable anti-bribery and corruption laws – prohibits, directly or indirectly, offering, promising, giving, paying or authorizing an offer, promise, gift, payment or favour of, anything of value or other advantage as an inducement or reward to obtain or retain business to any:</p> <ul style="list-style-type: none"> - public official; - political party or party official; - candidate for public office in any jurisdiction; - immediate family members of said persons or any person <p>whilst knowing that such an offer, promise, gift or payment will be passed on to any of the people described above;</p>

-commercial entities (i.e. non public officials).

Furthermore this Policy – in line with anti-bribery & corruption laws – prohibits requesting, accepting or agreeing to accept, for yourself or for anyone else, a payment, gift or favour in order to influence a business outcome improperly.

The descriptive terms used above are defined as follows:

Gift, payment or favour of anything of value

A gift, payment or favour of anything of material value is any object with such a value that it may influence a buying decision and/or may lead to a relation of dependency. The definition of the term 'value' may depend on the circumstances in a particular country.

It is important to note that not only the actual transfer of the improper inducement is prohibited. As defined above the mere offer or promise, as well as the authorization of such an improper inducement, are also prohibited. Therefore even without the acceptance of an improper gift, payment or favour of anything of value, the inducement is still prohibited.

Direct or indirect

As stated above this Policy prohibits both direct and indirect forms of bribery. Therefore improper payments which are made or promised through an agent as go-between are also prohibited. Offering, promising, giving, paying or authorizing a gift, payment or favour of, anything of value to a third party who is likely to pass this improper gift, payment or favour on to a public official, is therefore also prohibited.

[p.3] EXCEPTIONS

Anti-bribery laws are often wide-ranging and must be interpreted in a broad manner. For this reason, exceptions to these laws and to this Policy are limited and must be closely defined. In this section certain exceptions will be defined and explained.

Bona fide expenditures

Reasonable and bona fide expenditures, such as travel expenditures, are permitted if they are related to the promotion, demonstration or explanation of products or services or to the execution or performance of a contract with a customer or supplier.

Gifts, hospitality and entertainment

Reasonable and bona fide gifts and tokens of hospitality as well as business entertainment which are presented as business courtesy, though not as inducement for doing business, may be given and accepted as long as they are properly recorded. Care should be taken that such reasonable and bona fide expenditures do not form an inducement to do actual business nor hinder our independent way of operating.

Local law

Expenditures or payments which are permitted under local law, and which are considered reasonable and not excessive, may form an exception to the anti-bribery and corruption laws. However, Damen employees must not, either by commission or omission, take part in local business customs that are in conflict with this Policy, as outlined under the heading 'Bona Fide Expenditures'.

[...]

PRACTICAL DO'S AND DON'TS

It is clear that bribery and corruption should at all times be prevented.

The following points outline expectations that Damen employees will:

- not pay, promise or offer bribes;
- not solicit, request or accept bribes;
- only give or receive gifts, tokens of hospitality or entertainment and provide for or accept stay/travel costs or other expenses which are/is not an inducement or reward to obtain or retain business and which are/is reasonable and bona fide;
- not pay facilitation payments unless this cannot be avoided;
- report issues of possible bribery or corruption to the line manager or the legal department.

6. Supply Chain Management

Question
6.1. Does the company require the involvement of its procurement department in the establishment of new supplier relationships and in the oversight of its supplier base?
Score
0
Comments
There is no publicly available evidence to indicate that the company requires the involvement of its procurement department in the establishment or oversight of its supplier base.
Evidence
No evidence found.

Question
6.2 Does the company conduct risk-based anti-bribery and corruption due diligence when engaging or re-engaging with its suppliers?
Score
1
Comments
<p>Based on publicly available information, there is evidence that the company has formal procedures to conduct due diligence on its suppliers. There is also evidence that highest risk suppliers are subject to enhanced due diligence. Furthermore, there is evidence to suggest that the company might be willing to terminate supplier relationships in circumstances where a red flag highlighted in the due diligence cannot be mitigated.</p> <p>However, the company indicates that due diligence is only conducted on some third parties and that checks on ultimate beneficial ownership are only performed in some instances on high risk third parties. The frequency of the due diligence is also unclear.</p>
Evidence
<p>[3] Anti-Bribery and Corruption Policy (Document) Accessed 14/08/2019 https://www.damen.com/-/media/New-Corporate-Damen/Documents/Damen_Shipyards_Group_Bribery_and_corruption_02_2019.pdf [p.4] RELATIONSHIPS WITH THIRD PARTIES (INCLUDING AGENTS) As anti-bribery and corruption laws do not always distinguish between the acts of a company and the acts of a third party performing services on behalf of a company, Damen is responsible for ensuring that agents, joint venture partners or other intermediaries do not breach anti-bribery and corruption laws.</p> <p>Damen takes particular care in its dealings with third parties and will, when appropriate, perform due diligence on such parties. Enhanced due diligence is performed on high risk third parties, in case of joint ventures, agents or off-set partners due diligence shall extend to their beneficial owners and the business rationale of the relationship or transaction. This will enable Damen to learn about the background of the third party and its compliance with anti-bribery and corruption laws.</p> <p>Damen will only enter into agreements with third parties if the party has a record of good standing and a commitment to integrity and may terminate the relationship based on the outcome of the due diligence.</p> <p>[1] Corporate Social Responsibility Report 2018 (Document) Accessed 14/08/2019 https://www.damen.com/-/media/New-Corporate-Damen/Images/About-Damen/About/Sustainability-Report/Damen_Corporate_Social_Responsibility_Report_2018_June_2019_.pdf [p.36] Extensive due diligence and screening is performed before engaging in a relationship with a service provider to ensure they meet our Damen standards.</p> <p>[2] Core Values & Business Principles (Document) Accessed 14/08/2019 https://www.damen.com/-/media/New-Corporate-Damen/Documents/Damen_Shipyards_Group_Core_Values_and_Business_Principles_2019.pdf [p.4] The group companies of Damen and their employees ensure that integrity risks for entering into and maintaining a business relationship with partners such as customers, suppliers and agents are identified and managed and that agreements are made with partners concerning the fulfilment of the Core Values and Business Principles.</p>

Question
6.3 Does the company require all of its suppliers to have adequate standards of anti-bribery and corruption policies and procedures in place?
Score
2
Comments
<p>Based on publicly available information, there is evidence that the company requires suppliers to have adequate anti-bribery and corruption policies and procedures in place. It is explicitly stated that all suppliers must comply with policies that prohibit bribery and facilitation payments, as well as policies and procedures that address conflicts of interest, gifts and hospitality, and whistleblowing.</p> <p>In addition, there is evidence that the company takes active steps to ensure this, for example by requiring that all suppliers follow its own anti-bribery principles and by including termination rights in its contracts with suppliers in the event of non-compliance. The company assures itself of this when onboarding new suppliers.</p>
Evidence
<p>[3] Anti-Bribery and Corruption Policy (Document) Accessed 14/08/2019 https://www.damen.com/-/media/New-Corporate-Damen/Documents/Damen_Shipyards_Group_Bribery_and_corruption_02_2019.pdf [p.1] This Policy applies, without exception, to all Damen companies and their employees worldwide.</p> <p>This Policy furthermore extends to any person or entity associated with or performing services for or on behalf of Damen (such as agents), as well as to any joint venture in which Damen is a participant. All of the above are therefore expected to comply with this Policy and to follow the anti-bribery and corruption laws that Damen is subject to.</p> <p>[p.4] Damen will only enter into agreements with third parties if the party has a record of good standing and a commitment to integrity and may terminate the relationship based on the outcome of the due diligence. Any relationship between Damen and a third party will be documented by a written agreement. Contracts or agreements with all agents, suppliers, contractors and other parties should include a non-bribery clause according to the Damen general standard and must permit Damen to terminate the contract in the event of non-compliance.</p> <p>The Damen Supplier Code of Conduct applies to the relationship with suppliers.</p> <p>[p.2] PROHIBITIONS This Policy – in line with the applicable anti-bribery and corruption laws – prohibits, directly or indirectly, offering, promising, giving, paying or authorizing an offer, promise, gift, payment or favour of, anything of value or other advantage as an inducement or reward to obtain or retain business to any: - public official; - political party or party official; - candidate for public office in any jurisdiction; - immediate family members of said persons or any person whilst knowing that such an offer, promise, gift or payment will be passed on to any of the people described above; -commercial entities (i.e. non public officials).</p> <p>Furthermore this Policy – in line with anti-bribery & corruption laws – prohibits requesting, accepting or agreeing to accept, for yourself or for anyone else, a payment, gift or favour in order to influence a business outcome improperly.</p> <p>[...]</p> <p>Direct or indirect As stated above this Policy prohibits both direct and indirect forms of bribery. Therefore improper payments which are made or promised through an agent as go-between are also prohibited. Offering, promising, giving, paying or</p>

authorizing a gift, payment or favour of, anything of value to a third party who is likely to pass this improper gift, payment or favour on to a public official, is therefore also prohibited.

Obtain or retain business

Anti-bribery laws prohibit the influencing of a business outcome in an improper manner. Use of the term 'obtain or retain business' in this context covers any business advantage which has been received improperly, as explained above under the heading 'Prohibitions'.

Furthermore, when it comes to prohibited bribery as regarding public officials, the public official does not necessarily have to have been directly involved in the awarding of business. In other words, any (in)action of such an official that benefits Damen may fall within the scope of anti-bribery laws if that (in)action was caused by an improper inducement. For example, bribery may occur in the case of favourable regulatory treatment or where an improper payment has been made that influenced a public official to 2 pass a law/provide a license that helps Damen.

[p.3] EXCEPTIONS

[...]

Gifts, hospitality and entertainment

Reasonable and bona fide gifts and tokens of hospitality as well as business entertainment which are presented as business courtesy, though not as inducement for doing business, may be given and accepted as long as they are properly recorded. Care should be taken that such reasonable and bona fide expenditures do not form an inducement to do actual business nor hinder our independent way of operating.

[...]

FACILITATION PAYMENTS

Damen employees are prohibited from making so-called facilitation payments where they can reasonably avoid this. Facilitation payments are generally small amounts made to a government official to speed up administrative procedures/obligations. These are procedures/obligations that the government official must or may do in the context of his position such as issuing a permit or processing Customs clearance forms. This may involve, for example, regarding the clearance of goods at Customs, a Customs official who offers to process the Customs forms more rapidly in return for payment to the Customs official personally. Facilitation payments are prohibited in many countries.

In some countries, facilitation payments are permitted in exceptional cases and to a minor extent. Damen understands that employees may find themselves in situations where they must make a facilitation payment under pressure. Employees must ensure that they avoid such situations as far as possible by not actively offering to make a facilitation payment and by rejecting such offers by government officials. Should a facilitation payment not be avoidable, employees must report this to the Group Compliance Officer. The Group Compliance Officer determines the risk of infringement of the law and regulations, sees to internal records of such events and takes follow-up actions.

[6] Supplier Code of Conduct (Document)

Accessed 14/08/2019

https://www.damen.com/-/media/New-Corporate-Damen/Documents/Damen_Shipyards_Group_Supplier_Code_of_Conduct_06_2016.pdf

[p.1] INTRODUCTION

Damen's Supplier Code of Conduct sets forth minimum workplace standards and business practices, consistent with Damen company values, that are expected of any supplier that does business with Damen. Damen recommends that Suppliers implement the standards of this Supplier Code of Conduct to their own business partners, which includes (sub-)suppliers, subcontractors, agents, joint venture partners or any other associated partner. Furthermore, Damen expects that Suppliers ensure that adequate and relevant training is provided to all their employees in a language that the employee understands. Any reference in this Supplier Code of Conduct to employees shall include representatives, officers, directors or any other person working on behalf of, or at the premises of, the Suppliers.

The definition of Supplier(s): person(s) or organization(s) that does business with Damen for the delivery of products or services. It includes all Suppliers affiliates and subsidiaries.

[p.2] 6. ETHICS AND BUSINESS INTEGRITY

Suppliers shall commit to the standards of ethical conduct when dealing with their employees, suppliers and customers.

6.1 Suppliers shall comply with the standards of fair business, advertising, and competition. They shall prohibit and make sure not to cooperate, directly or indirectly, in money laundering, fraud, corruption, financing of terrorism or any illegitimate action by their employees.

6.2 Suppliers will not allow bribery and/or any other forms of unethical business practice in their companies or by their employees. No employee may receive, make, offer, promise or authorise any payment or gift which is, or may be construed as being, a bribe.

6.3 Suppliers shall accurately record their business activities, structure, financial situation, and performance in accordance with applicable laws and regulations as well as prevailing industry business practices.

6.4 Suppliers will respect their role in the global supply chain of Damen. They will not take any actions that damage the 2 present and future commercial position of Damen.

[p.3] 6.5 Suppliers have to respect the interests of Damen's customers and other Suppliers of Damen.

6.6 Damen recognises that it is customary for some of its Suppliers, customers and other business associates to occasionally give small gifts or offer modest entertainment to those with whom they do business. It is important, however, that these gifts and entertainment events do not affect the Suppliers' or their employees' business judgment, or give the appearance that judgment may be affected.

[...] 8.CONFLICT OF INTEREST

Suppliers should avoid conflicts of interest between their dealings and their responsibility towards Damen. Prior approval by Damen is required for the fulfillment of (private) functions that may interfere adversely with the interests of a Damen company.

[4] Whistleblower Policy (Document)

Accessed 14/08/2019

https://www.damen.com/-/media/New-Corporate-Damen/Documents/Damen_Shipyards_Group_Whistleblower_Policy_02_2019.pdf

[p.1] Other stakeholders of Damen, such as joint ventures, agents, customers and suppliers are also eligible to address possible Damen-related concerns of wrongdoing or irregularities towards Damen Shipyards Group.

[2] Core Values & Business Principles (Document)

Accessed 14/08/2019

https://www.damen.com/-/media/New-Corporate-Damen/Documents/Damen_Shipyards_Group_Core_Values_and_Business_Principles_2019.pdf

[p.3] STANDARD OF CONDUCT

Damen companies and their employees will conduct their business in accordance with the Core Values and the Business Principles referenced below. It is the responsibility of every Damen employee individually and each Group company collectively to live up to our Core Values and Business Principles.

Damen expects its business partners to adhere to Core Values and Business Principles consistent with its own. See the Supplier Code of Conduct to learn more in detail about the obligation.

[p.4] COMPLIANCE & REPORTING

Damen expects that all employees, including temporary employees, subcontractors, volunteers and trainees comply with this Code of Conduct.

Question

6.4 Does the company ensure that its suppliers require all their sub-contractors to have anti-corruption programmes in place that at a minimum adhere to the standards established by the main contractor?
Score
1
Comments
<p>Based on publicly available information, there is evidence that the company takes steps to ensure that the substance of its anti-bribery and corruption programme and standards are required of sub-contractors throughout the supply chain.</p> <p>However, the company receives a score of '1' because there is no further evidence of how the company does this in practice.</p>
Evidence
<p>[6] Supplier Code of Conduct (Document) Accessed 14/08/2019 https://www.damen.com/-/media/New-Corporate-Damen/Documents/Damen_Shipyards_Group_Supplier_Code_of_Conduct_06_2016.pdf [p.1] Damen recommends that Suppliers implement the standards of this Supplier Code of Conduct to their own business partners, which includes (sub-)suppliers, subcontractors, agents, joint venture partners or any other associated partner.</p>

Question
6.5 Does the company publish high-level results from ethical incident investigations and disciplinary actions against suppliers?
Score
0
Comments
There is no publicly available evidence to indicate that the company publishes any data on ethical or anti-bribery and corruption investigations or disciplinary actions involving its suppliers.
Evidence
No evidence found.

7. Agents, Intermediaries and Joint Ventures

7.1 Agents and Intermediaries

Question
7.1.1 Does the company have a clear policy on the use of agents?
Score
2
Comments
Based on publicly available information, there is evidence that the company has a policy covering the use of agents. The company's policy addresses the corruption risks associated with the use of agents and provides details of specific controls to mitigate these risks. This policy also applies to subsidiaries and joint ventures. In addition, there is evidence that the company commits to establishing that the use of agents is, in each case, necessary to perform a legitimate business function.
Evidence
<p>1] Corporate Social Responsibility Report 2018 (Document) Accessed 14/08/2019 https://www.damen.com/-/media/New-Corporate-Damen/Images/About-Damen/About/Sustainability-Report/Damen_Corporate_Social_Responsibility_Report_2018_June_2019_.pdf [p.35] ANTI-BRIBERY AND CORRUPTION Damen has an Anti-Bribery and Corruption Policy in place that applies to all employees of Damen, as well as any person or entity associated with or performing services for or on behalf of Damen. In 2018, bribery and corruption risks were assessed by the Executive Board, as a part of a high-level risk assessment. Damen uses expertise from local intermediaries and representatives in many countries to secure and execute projects. This poses an inherent heightened compliance risk, managed by appropriate controls implemented throughout the organisation. Extensive due diligence and screening is performed before engaging in a relationship with a service provider to ensure they meet our Damen standards. During the contracting phase, contractual clauses and guarantees are put in place, and service providers are monitored on a continuing basis and asked to provide updates on their activities during the relationship. The Compliance Department reviews all transactions and invoices are checked before payment. In the course of 2018, Damen has started to execute regular audits on service providers on a 'follow the money' principle to provide optimal assurance, focussing on the activities and compliance programmes of the service providers as well.</p> <p>[p.15] The Code of Conduct is part of Damen's compliance programme. Every colleague employed by Damen worldwide has received and signed this document when joining the company. The signature is a pledge to comply with our Damen rules of 'good behaviour' which are displayed below. Besides our staff, our suppliers, agents, brokers and other business partners must comply with our Supplier Code of Conduct.</p> <p>[3] Anti-Bribery and Corruption Policy (Document) Accessed 14/08/2019 https://www.damen.com/-/media/New-Corporate-Damen/Documents/Damen_Shipyards_Group_Bribery_and_corruption_02_2019.pdf [p.1]</p> <p>This Policy applies, without exception, to all Damen companies and their employees worldwide.</p> <p>This Policy furthermore extends to any person or entity associated with or performing services for or on behalf of Damen (such as agents), as well as to any joint venture in which Damen is a participant. All of the above are therefore expected to comply with this Policy and to follow the anti-bribery and corruption laws that Damen is subject to.</p> <p>[p.4] RELATIONSHIPS WITH THIRD PARTIES (INCLUDING AGENTS)</p>

As anti-bribery and corruption laws do not always distinguish between the acts of a company and the acts of a third party performing services on behalf of a company, Damen is responsible for ensuring that agents, joint venture partners or other intermediaries do not breach anti-bribery and corruption laws.

[...]

Enhanced due diligence is performed on high risk third parties, in case of joint ventures, agents or offset partners due diligence shall extend to their beneficial owners and the business rationale of the relationship or transaction.

Question
7.1.2 Does the company conduct risk-based anti-bribery and corruption due diligence when engaging or re-engaging its agents and intermediaries?
Score
1
Comments
<p>Based on publicly available information, there is evidence that the company has formal procedures in place to conduct risk-based anti-bribery and corruption due diligence prior to engaging with third parties and agents. It is also clear that agents and highest risk intermediaries are subject to enhanced due diligence. The company commits to not engaging or terminating its engagement with agents or intermediaries where the risks identified in the due diligence cannot be mitigated.</p> <p>However, there is no evidence that due diligence is repeated at least every two years or when there is a significant change in the business relationship. The company indicates that it has a 'Financial Compliance Policy' which may contain more information concerning its policy on agents, but this does not appear to be publicly accessible.</p>
Evidence
<p>[3] Anti-Bribery and Corruption Policy (Document) Accessed 14/08/2019 https://www.damen.com/-/media/New-Corporate-Damen/Documents/Damen_Shipyards_Group_Bribery_and_corruption_02_2019.pdf [p.4] RELATIONSHIP WITH THIRD PARTIES (INCLUDING AGENTS)</p> <p>[...]</p> <p>Damen takes particular care in its dealings with third parties and will, when appropriate, perform due diligence on such parties. Enhanced due diligence is performed on high risk third parties, in case of joint ventures, agents or off-set partners due diligence shall extend to their beneficial owners and the business rationale of the relationship or transaction. This will enable Damen to learn about the background of the third party and its compliance with anti-bribery and corruption laws.</p> <p>Damen will only enter into agreements with third parties if the party has a record of good standing and a commitment to integrity and may terminate the relationship based on the outcome of the due diligence.</p> <p>[...]</p> <p>> For more detailed instructions as to Agent relationships see the Financial Compliance Policy.</p> <p>[1] Corporate Social Responsibility Report 2018 (Document) Accessed 14/08/2019 https://www.damen.com/-/media/New-Corporate-Damen/Images/About-Damen/About/Sustainability-Report/Damen_Corporate_Social_Responsibility_Report_2018_June_2019_.pdf [p.35] ANTI-BRIBERY AND CORRUPTION</p> <p>[...]</p> <p>Damen uses expertise from local intermediaries and representatives in many countries to secure and execute [p.36] projects. This poses an inherent heightened compliance risk, managed by appropriate controls implemented throughout the organisation. Extensive due diligence and screening is performed before engaging in a relationship with a service provider to ensure they meet our Damen standards.</p>

Question
7.1.3 Does the company aim to establish the ultimate beneficial ownership of its agents and intermediaries?
Score
1
Comments
<p>Based on publicly available information, there is evidence that the company asks of agents to disclose their beneficial ownership to the company as part of its enhanced due diligence processes.</p> <p>However, there is no evidence that the company commits to establishing beneficial ownership of all agents or to verify this every two years or when there is a change in the relationship.</p>
Evidence
<p>[3] Anti-Bribery and Corruption Policy (Document) Accessed 14/08/2019 https://www.damen.com/-/media/New-Corporate-Damen/Documents/Damen_Shipyards_Group_Bribery_and_corruption_02_2019.pdf <p>[p.4] RELATIONSHIP WITH THIRD PARTIES (INCLUDING AGENTS)</p> <p>[...]</p> <p>Enhanced due diligence is performed on high risk third parties, in case of joint ventures, agents or offsett partners due diligence shall extend to their beneficial owners and the business rationale of the relationship or transaction.</p> <p>[...]</p> <p>Damen will only enter into agreements with third parties if the party has a record of good standing and a commitment to integrity and may terminate the relationship based on the outcome of the due diligence.</p> </p>

Question
7.1.4 Does the company's anti-bribery and corruption policy apply to all agents and intermediaries acting for or on behalf of the company, and does it require anti-bribery and corruption clauses in its contracts with these entities?
Score
2
Comments
<p>There is evidence that the company's anti-bribery and corruption policy applies to all agents and intermediaries acting for or on behalf of the company. All agents and intermediaries are subject to anti-bribery and corruption clauses in their contracts, which include clear audit and termination rights to detect, control and prevent breaches.</p>
Evidence
<p>[3] Anti-Bribery and Corruption Policy (Document) Accessed 14/08/2019 https://www.damen.com/-/media/New-Corporate-Damen/Documents/Damen_Shipyards_Group_Bribery_and_corruption_02_2019.pdf</p> <p>[p.1] This Policy furthermore extends to any person or entity associated with or performing services for or on behalf of Damen (such as agents), as well as to any joint venture in which Damen is a participant. All of the above are therefore expected to comply with this Policy and to follow the anti-bribery and corruption laws that Damen is subject to.</p> <p>[p.4] RELATIONSHIPS WITH THIRD PARTIES (INCLUDING AGENTS) As anti-bribery and corruption laws do not always distinguish between the acts of a company and the acts of a third party performing services on behalf of a company, Damen is responsible for ensuring that agents, joint venture partners or other intermediaries do not breach anti-bribery and corruption laws.</p> <p>[...]</p> <p>Damen will only enter into agreements with third parties if the party has a record of good standing and a commitment to integrity and may terminate the relationship based on the outcome of the due diligence. Any relationship between Damen and a third party will be documented by a written agreement. Contracts or agreements with all agents, suppliers, contractors and other parties should include a non-bribery clause according to the Damen general standard and must permit Damen to terminate the contract in the event of non-compliance.</p> <p>The Damen Supplier Code of Conduct applies to the relationship with suppliers.</p> <p>> For more detailed instructions as to Agent relationships see the Financial Compliance Policy.</p> <p>[1] Corporate Social Responsibility Report 2018 (Document) Accessed 14/08/2019 https://www.damen.com/-/media/New-Corporate-Damen/Images/About-Damen/About/Sustainability-Report/Damen_Corporate_Social_Responsibility_Report_2018_June_2019_.pdf</p> <p>[p.35] ANTI-BRIBERY AND CORRUPTION Damen has an Anti-Bribery and Corruption Policy in place that applies to all employees of Damen, as well as any person or entity associated with or performing services for or on behalf of Damen. In 2018, bribery and corruption risks were assessed by the Executive Board, as a part of a high-level risk assessment. Damen uses expertise from local intermediaries and representatives in many countries to secure and execute projects.</p> <p>[p.36] This poses an inherent heightened compliance risk, managed by appropriate controls implemented throughout the organisation. Extensive due diligence and screening is performed before engaging in a relationship with a service provider to ensure they meet our Damen standards. During the contracting phase, contractual clauses and guarantees are put in place, and service providers are monitored on a continuing basis and asked to provide updates on their activities during the relationship. The Compliance Department reviews all transactions and invoices are checked before payment. In the course of 2018, Damen has started to execute regular audits on service providers on a 'follow the money' principle to provide optimal assurance, focussing on the activities and compliance programmes of the service providers as well.</p>

Question
7.1.5 Does the company ensure that its incentive schemes for agents are designed in such a way that they promote ethical behaviour and discourage corrupt practices?
Score
1
Comments
<p>There is some evidence that the company highlights and addresses incentive structures for agents as a factor in bribery and corruption risk. The company indicates that it monitors such entities on an ongoing basis, and that the Compliance Department is responsible for reviewing all invoices before payment.</p> <p>However, the company receives a score of '1' because there is no evidence that it imposes a threshold on the payment of sales commissions to agents, nor is there evidence that the company requires that remuneration is made in stage payments or into local bank accounts.</p>
Evidence
<p>[1] Corporate Social Responsibility Report 2018 (Document) Accessed 14/08/2019 https://www.damen.com/-/media/New-Corporate-Damen/Images/About-Damen/About/Sustainability-Report/Damen_Corporate_Social_Responsibility_Report_2018_June_2019_.pdf [p.35] ANTI-BRIBERY AND CORRUPTION</p> <p>[p.36] During the contracting phase, contractual clauses and guarantees are put in place, and service providers are monitored on a continuing basis and asked to provide updates on their activities during the relationship. The Compliance Department reviews all transactions and invoices are checked before payment. In the course of 2018, Damen has started to execute regular audits on service providers on a 'follow the money' principle to provide optimal assurance, focussing on the activities and compliance programmes of the service providers as well.</p>

Question
7.1.6 Does the company publish details of all agents currently contracted to act with and on behalf of the company?
Score
0
Comments
There is no publicly available evidence that the company publishes any details of the agents currently contracted to act for or on its behalf.
Evidence
No evidence found.

Question
7.1.7 Does the company publish high-level results from incident investigations and sanctions applied against agents?
Score
1
Comments
<p>Based on publicly available information, there is some evidence that the company publishes some high-level data on ethical or bribery and corruption related investigations involving agents. The company states that no confirmed incidents relating to corruption for all business partners took place in the past year.</p> <p>However, the company receives a score of '1' because there is no evidence that this information includes data on the number of investigations launched.</p>
Evidence
<p>[1] Corporate Social Responsibility Report 2018 (Document) Accessed 14/08/2019 https://www.damen.com/-/media/New-Corporate-Damen/Images/About-Damen/About/Sustainability-Report/Damen_Corporate_Social_Responsibility_Report_2018_June_2019_.pdf [p.36] During 2018 no confirmed incidents of corruption involving Damen, employees or business partners took place. Dutch authorities visited the Damen offices in Gorinchem on Friday 13th January 2017 and are performing an investigation to date. No specifics have been officially shared with Damen and as such, both the exact focus of the investigation and the duration thereof is clear. Some media reports speculate that the investigation focuses on the way in which some agents have represented Damen abroad. This has however not been officially confirmed. Damen continues to cooperate fully with the authorities during the investigation.</p>

7.2 Joint Ventures

Question
7.2.1 Does the company conduct risk-based anti-bribery and corruption due diligence when entering into and operating as part of joint ventures?
Score
1
Comments
<p>Based on publicly available information, there is evidence that the company has formal procedures to conduct risk-based anti-bribery and corruption due diligence prior to entering a joint venture partnership. There is evidence that this due diligence is conducted for every joint venture partnership and it is clear that the company's due diligence includes checks on the ultimate beneficial ownership of the partner company.</p> <p>However, there is no evidence to suggest that joint ventures operating in high risk markets or with high risk partners, such as state-owned enterprises, are subject to enhanced due diligence. In addition, there is no evidence that the due diligence is repeated at least every two years or when there is a significant change in the business relationship.</p>
Evidence
<p>[3] Anti-Bribery and Corruption Policy (Document) Accessed 14/08/2019 https://www.damen.com/-/media/New-Corporate-Damen/Documents/Damen_Shipyards_Group_Bribery_and_corruption_02_2019.pdf</p> <p>[p.1] This Policy furthermore extends to any person or entity associated with or performing services for or on behalf of Damen (such as agents), as well as to any joint venture in which Damen is a participant. All of the above are therefore expected to comply with this Policy and to follow the anti-bribery and corruption laws that Damen is subject to.</p> <p>[p.4] RELATIONSHIP WITH THIRD PARTIES (INCLUDING AGENTS)</p> <p>As anti-bribery and corruption laws do not always distinguish between the acts of a company and the acts of a third party performing services on behalf of a company, Damen is responsible for ensuring that agents, joint venture partners or other intermediaries do not breach anti-bribery and corruption laws.</p> <p>Damen takes particular care in its dealings with third parties and will, when appropriate, perform due diligence on such parties. Enhanced due diligence is performed on high risk third parties, in case of joint ventures, agents or off-set partners due diligence shall extend to their beneficial owners and the business rationale of the relationship or transaction. This will enable Damen to learn about the background of the third party and its compliance with anti-bribery and corruption laws.</p> <p>Damen will only enter into agreements with third parties if the party has a record of good standing and a commitment to integrity and may terminate the relationship based on the outcome of the due diligence. Any relationship between Damen and a third party will be documented by a written agreement. Contracts or agreements with all agents, suppliers, contractors and other parties should include a non-bribery clause according to the Damen general standard and must permit Damen to terminate the contract in the event of non-compliance.</p>

Question
7.2.2 Does the company commit to incorporating anti-bribery and corruption policies and procedures in all of its joint venture partnerships, and does it require anti-bribery and corruption clauses in its contracts with joint venture partners?
Score
1
Comments
<p>Based on publicly available information, there is evidence that the company states that it accounts for anti-bribery and corruption considerations when entering into a joint venture. The company states that its anti-bribery and corruption policy applies to joint venture partners, and it ensures this through the inclusion of termination rights in its contracts with them. The company states that it will only enter into joint ventures if anti-bribery and corruption clauses are included in the contract.</p> <p>However, there is no evidence that the company includes audit rights in its contracts with joint venture partners.</p>
Evidence
<p>[3] Anti-Bribery and Corruption Policy (Document) Accessed 14/08/2019 https://www.damen.com/-/media/New-Corporate-Damen/Documents/Damen_Shipyards_Group_Bribery_and_corruption_02_2019.pdf [p.1]</p> <p>This Policy applies, without exception, to all Damen companies and their employees worldwide.</p> <p>This Policy furthermore extends to any person or entity associated with or performing services for or on behalf of Damen (such as agents), as well as to any joint venture in which Damen is a participant. All of the above are therefore expected to comply with this Policy and to follow the anti-bribery and corruption laws that Damen is subject to.</p> <p>[p.4] RELATIONSHIPS WITH THIRD PARTIES (INCLUDING AGENTS)</p> <p>As anti-bribery and corruption laws do not always distinguish between the acts of a company and the acts of a third party performing services on behalf of a company, Damen is responsible for ensuring that agents, joint venture partners or other intermediaries do not breach anti-bribery and corruption laws.</p> <p>[...]</p> <p>Damen will only enter into agreements with third parties if the party has a record of good standing and a commitment to integrity and may terminate the relationship based on the outcome of the due diligence. Any relationship between Damen and a third party will be documented by a written agreement. Contracts or agreements with all agents, suppliers, contractors and other parties should include a non-bribery clause according to the Damen general standard and must permit Damen to terminate the contract in the event of non-compliance.</p>

Question
7.2.3 Does the company commit to take an active role in preventing bribery and corruption in all of its joint ventures?
Score
0
Comments
There is no publicly available evidence to indicate that the company commits to take an active role in preventing bribery and corruption in all of its joint ventures.
Evidence
No evidence found.

8. Offsets

Question
8.1 Does the company explicitly address the corruption risks associated with offset contracting, and is a dedicated body, department or team responsible for oversight of the company's offset activities?
Score
0
Comments
Based on publicly available information, there is some evidence that the company addresses the corruption risks with offset contracting. However, there is no evidence that a dedicated body, department or team is responsible for monitoring the company's offset activities, nor is there evidence that employees involved in managing the company's offset activities receive tailored anti-corruption training on the potential corruption risks associated with offsets.
Evidence
<p>[3] Anti-Bribery and Corruption Policy (Document) Accessed 14/08/2019 https://www.damen.com/-/media/New-Corporate-Damen/Documents/Damen_Shipyards_Group_Bribery_and_corruption_02_2019.pdf</p> <p>[p.4] RELATIONSHIPS WITH THIRD PARTIES (INCLUDING AGENTS) As anti-bribery and corruption laws do not always distinguish between the acts of a company and the acts of a third party performing services on behalf of a company, Damen is responsible for ensuring that agents, joint venture partners or other intermediaries do not breach anti-bribery and corruption laws.</p> <p>Damen takes particular care in its dealings with third parties and will, when appropriate, perform due diligence on such parties. Enhanced due diligence is performed on high risk third parties, in case of joint ventures, agents or offsett partners due diligence shall extend to their beneficial owners and the business rationale of the relationship or transaction. This will enable Damen to learn about the background of the third party and its compliance with anti-bribery and corruption laws.</p> <p>Damen will only enter into agreements with third parties if the party has a record of good standing and a commitment to integrity and may terminate the relationship based on the outcome of the due diligence. Any relationship between Damen and a third party will be documented by a written agreement. Contracts or agreements with all agents, suppliers, contractors and other parties should include a non-bribery clause according to the Damen general standard and must permit Damen to terminate the contract in the event of non-compliance.</p>

Question
8.2 Does the company conduct risk-based anti-bribery and corruption due diligence on all aspects of its offset obligations, which includes an assessment of the legitimate business rationale for the investment?
Score
1
Comments
<p>Based on publicly available information, there is evidence that the company has formal procedures in place to conduct risk based anti-bribery and corruption due diligence on its offset obligations. The company clearly indicates that this process includes checks on beneficial ownership and that takes steps to verify the business rationale of the relationship or transaction.</p> <p>However, there is no evidence that the company refreshes due diligence continuously or when there is a significant change in the business relationship or nature of the partner.</p>
Evidence
<p>[3] Anti-Bribery and Corruption Policy (Document) Accessed 14/08/2019 https://www.damen.com/-/media/New-Corporate-Damen/Documents/Damen_Shipyards_Group_Bribery_and_corruption_02_2019.pdf</p> <p>[p.4] RELATIONSHIPS WITH THIRD PARTIES (INCLUDING AGENTS) As anti-bribery and corruption laws do not always distinguish between the acts of a company and the acts of a third party performing services on behalf of a company, Damen is responsible for ensuring that agents, joint venture partners or other intermediaries do not breach anti-bribery and corruption laws.</p> <p>Damen takes particular care in its dealings with third parties and will, when appropriate, perform due diligence on such parties. Enhanced due diligence is performed on high risk third parties, in case of joint ventures, agents or offsett partners due diligence shall extend to their beneficial owners and the business rationale of the relationship or transaction. This will enable Damen to learn about the background of the third party and its compliance with anti-bribery and corruption laws.</p> <p>Damen will only enter into agreements with third parties if the party has a record of good standing and a commitment to integrity and may terminate the relationship based on the outcome of the due diligence. Any relationship between Damen and a third party will be documented by a written agreement. Contracts or agreements with all agents, suppliers, contractors and other parties should include a non-bribery clause according to the Damen general standard and must permit Damen to terminate the contract in the event of non-compliance.</p>

Question
8.3 Does the company publish details of all offset agents and brokers currently contracted to act with and/or on behalf of the company?
Score
0
Comments
There is no evidence that the company publishes any details of the offset agents, brokers or consultancy firms currently contracted to act with and on behalf of its offset programme.
Evidence
No evidence found.

Question
8.4 Does the company publish details about the beneficiaries of its indirect offset projects?
Score
0
Comments
There is no evidence that the company publishes any details on its offset obligations or contracts.
Evidence
No evidence found.

9. High Risk Markets

Question
9.1 Does the company have enhanced risk management procedures in place for the supply of goods or services to markets or customers in countries identified as at a high risk of corruption?
Score
0
Comments
There is no publicly available evidence that the company acknowledges the corruption risks of operating in different markets, nor that it has a risk assessment procedure in place to identify such risks.
Evidence
No evidence found.

Question
9.2 Does the company disclose details of all of its fully consolidated subsidiaries and non-fully consolidated holdings (associates, joint ventures and other related entities)?
Score
1
Comments
<p>Based on publicly available information, there is evidence that the company publishes a list of all of its consolidated subsidiaries and non-fully consolidated holdings. For each entity, the company lists a country which is understood to represent the headquarters and country of incorporation. There is evidence that the list is updated on an annual basis.</p> <p>However, there is no evidence that the company's list includes the percentage of ownership or the country of operation for each entity.</p>
Evidence
<p>[1] Corporate Social Responsibility Report 2018 (Document) Accessed 14/08/2019 https://www.damen.com/-/media/New-Corporate-Damen/Images/About-Damen/About/Sustainability-Report/Damen_Corporate_Social_Responsibility_Report_2018_June_2019_.pdf [p.10]1.4 GLOBAL PRESENCE</p> <p>Operating from its headquarters in Gorinchem, the Netherlands, Damen Shipyards Group operates 36 shipyards in fourteen countries across the world. These comprise of both newbuild as well as ship repair and conversion yards. In addition, Damen has a number of Service Hubs, sales offices and subsidiaries of Damen Marine Components and Damen Companies. The latter includes engineering companies and other offices. This global network is complemented by our various partner yards where Damen helps building ships and other maritime solutions without owning the yard. In the end, this comprehensive infrastructure provides the base for distributing the products and services of the Damen portfolio and illustrates Damen's leading position in the industry very well.</p> <p>[p.11]</p> <div data-bbox="135 1229 346 1305"> DAMEN COMPANIES </div> <div data-bbox="135 1321 279 1346"> HEAD OFFICE </div> <div data-bbox="135 1344 419 1370"> Gorinchem, the Netherlands </div> <div data-bbox="135 1386 319 1411"> NEWBUILD YARDS </div> <div data-bbox="135 1408 547 1438"> Albwardy Damen, United Arab Emirates ** </div> <div data-bbox="135 1433 221 1460"> Amels * </div> <div data-bbox="135 1456 464 1487"> Concordia Damen Shipbuilding * </div> <div data-bbox="135 1480 426 1512"> Damen Dredging Equipment * </div> <div data-bbox="135 1505 569 1534"> Damen Maaskant Shipyards Stellendam * ** </div> <div data-bbox="135 1529 501 1559"> Damen Schelde Naval Shipbuilding * </div> <div data-bbox="135 1552 461 1583"> Damen Shipbuilding Rotterdam * </div> <div data-bbox="135 1576 469 1610"> Damen Shipyards Antalya, Turkey </div> <div data-bbox="135 1601 414 1632"> Damen Shipyards Bergum * </div> <div data-bbox="135 1626 561 1659"> Damen Shipyards Cape Town, South Africa </div> <div data-bbox="135 1650 477 1684"> Damen Shipyards Changde, China </div> <div data-bbox="135 1675 474 1709"> Damen Shipyards Den Helder * ** </div> <div data-bbox="135 1700 474 1733"> Damen Shipyards Galati, Romania </div> <div data-bbox="135 1724 469 1758"> Damen Shipyards Gdynia, Poland </div> <div data-bbox="135 1749 450 1783"> Damen Shipyards Gorinchem * </div> <div data-bbox="135 1774 453 1807"> Damen Shipyards Hardinxveld * </div> <div data-bbox="135 1798 450 1832"> Damen Shipyards Kozle, Poland </div> <div data-bbox="135 1821 531 1856"> Damen Shipyards Mangalia, Romania ** </div> <div data-bbox="135 1845 446 1881"> Damen Shipyards Singapore ** </div> <div data-bbox="135 1870 505 1906"> Damen Song Cam Shipyard, Vietnam </div> <div data-bbox="135 1895 450 1930"> Damen Yichang Shipyard, China </div> <div data-bbox="135 1917 568 1955"> Damex Shipbuilding & Engineering, Cuba ** </div> <div data-bbox="135 1942 510 1980"> Nakilat Damen Shipyards Qatar, Qatar </div>

SHIPREPAIR & CONVERSION YARDS
 Alwardy Damen, United Arab Emirates **
 Damen Maaskant Shipyards Stellendam * **
 Damen Oskarshamnsvärf, Sweden
 Damen Shiprepair Amsterdam *
 Damen Shiprepair Brest, France
 Damen Shiprepair Curaçao
 Damen Shiprepair Dunkerque, France
 Damen Shiprepair Harbour & Voyage *
 Damen Shiprepair Harlingen *
 Damen Shiprepair Oranjerwerf *
 Damen Shiprepair Rotterdam *
 Damen Shiprepair Van Brink Rotterdam *
 Damen Shiprepair Vlissingen *
 Damen Shipyards Den Helder * **
 Damen Shipyards Mangalia, Romania **
 Damen Shipyards Singapore **
 Damen Shipyards Texel *
 Damen Verolme Rotterdam *
 Damex Shipbuilding & Engineering, Cuba **

[p.11]

SUPPORTING COMPANIES
 Damen Anchor & Chain Factory (AKF) *
 Damen Engineering Gdansk, Poland
 Damen Engineering Helsinki, Finland
 Damen Green Solutions *
 Damen Marine Components *
 Damen Marine Components Gdansk, Poland
 Damen Marine Components Jiangyin, China
 Damen Marine Services *
 Damen Schelde Marine Services Singapore
 Damen Schelde Marine Services Vlissingen *
 Damen Trading & Chartering *
 Damen Trading Suzhou, China
 Damen Winch Technology *
 Delta Marine Engineering *
 Marine Design Engineering Mykolayiv, Ukraine
 Marine Engineering Galati, Romania
 Knud E. Hansen, Denmark
 Niron Staal *
 OSD-IMT Ship Design & Marine Consultancy *

* company based in the Netherlands ** both newbuild and repair activities

In 2018, Damen Shipyards grew from 34 shipyards to 36 shipyards, 17 of them in the Netherlands and 19 abroad. We acquired a controlling interest in the yard of Damen Shipyards Mangalia (Romania) and partnered with Concordia in the joint-venture Concordia Damen Shipbuilding in the Dutch waterways market.

[7] Companies (Webpage)

Accessed 14/08/2019

<https://www.damen.com/en/companies>

COMPANIES

THE NETHERLANDS

Amels
 Damen Anchor and Chain
 Factory (AKF)
 Damen Green Solutions
 Damen Dredging Equipment
 Damen Marine Components
 Damen Marine Services
 Damen Schelde Gears
 Damen Schelde Marine
 Services
 Damen Schelde Naval
 Shipbuilding
 Damen Shiprepair
 Amsterdam
 Damen Shiprepair Harlingen
 Damen Verolme Rotterdam
 Damen Shiprepair Rotterdam
 Damen Shiprepair Vlissingen
 Damen Shipyards Bergum
 Damen Shipyards Den Helder
 Damen Shipyards Gorinchem
 Damen Shipyards Hardinxveld
 Concordia Damen

POLAND

Damen Engineering Gdansk
 Damen Marine Components
 Gdańsk
 Damen Shipyards Gdynia
 Damen Shipyards Kozle

UNITED KINGDOM

Brixham Marine Services

ROMANIA

Damen Shipyards Galati
 Damen Shipyards Mangalia
 Marine Engineering Galati

NORWAY

Damen Shipyards Stavanger

SWEDEN

Damen Oskarshamnsvärf
 Sweden

FRANCE

Damen Shiprepair Brest
 Damen Shiprepair Dunkerque

Shipbuilding
Damen Trading
Damen Maaskant Shipyards
Stellendam
Damen Shiprepair Oranjewerf
Damen Shiprepair Van Brink
Rotterdam

UKRAINE

Marine Design Engineering
Mykolayiv

COMPANIES

TURKEY

Damen Shipyards Antalya

SOUTH AFRICA

Damen Shipyards Cape Town

CUBA

Damex Shipbuilding &
Engineering Cuba

CURAÇAO

Damen Shiprepair Curaçao

BRAZIL

Wilson Sons

UNITED ARAB EMIRATES

Albwardy Damen

QATAR

Nakilat Damen Shipyards
Qatar

UNITED STATES OF AMERICA

Damen Area Support North
America

CHINA

Damen Marine Components
Jiangyin

Damen Shipyards Changde

Damen Yichang Shipyard

Damen Trading Suzhou

VIETNAM

Damen Song Cam Shipyard

Song Cam Shipyard

Song Thu Corporation

Company 189

Ben Kien Shipyard

Ha Long Shipyard

SINGAPORE

Damen Schelde Marine

Services Singapore

Damen Shipyards Singapore

INDONESIA

Dumas Tanjung Perak

Shipyard

AUSTRALIA

Damen Services Brisbane

Question
9.3 Does the company disclose its beneficial ownership and control structure?
Score
0
Comments
<p>There is no publicly available evidence that the company publishes any information about its beneficial ownership or control structure. There is no evidence that the company publishes a statement that no individual owns 25% or more of its shares or voting rights, nor that its ownership information is available in a freely accessible national or global corporate register.</p>
Evidence
<p>[1] Corporate Social Responsibility Report 2018 (Document) Accessed 14/08/2019 https://www.damen.com/-/media/New-Corporate-Damen/Images/About-Damen/About/Sustainability-Report/Damen_Corporate_Social_Responsibility_Report_2018_June_2019_.pdf [p.12] LEGAL STRUCTURE Damen Shipyards Group is a group of family-owned companies which operates a number of wholly owned and joint venture shipbuilding and/or repair and conversion yards worldwide from its base in the Netherlands.</p> <p>[9] Netherlands National Corporate Register Accessed 07/01/2021 https://www.kvk.nl/orderstraat/product-kiezen/?kvknummer=597163550000</p> <p>Order company information</p> <div> <div>1. Search for a company</div> <div>2. Select product</div> <div>3. Complete order</div> </div> <div> <p>Damen Schelde Naval Shipyards, Headquarters CoC 59716355 Establishment no. 000028980298 The Willem Ruysstraat 99 4381NK Flushing</p> <p>The company / organization does not want its address details to be used for unsolicited postal advertising and sales at the door.</p> <p>As of January 1, 2021, legislative changes will be implemented that may have consequences for products / services that you purchase from us. Read more about the WHOA (Homologation Private Agreement Act) or go directly to the Insolvency Register to check.</p> <p>Choose a product - Need help choosing?</p> <ul style="list-style-type: none"> Company Profile: with extract, history, filings and, if available, annual accounts and group relations € 9.75 Extract: overview of the registration including name, address and officers From € 2.35 History: past data, such as old trade names and former officials € 2.35 Annual accounts: financial information, such as the balance sheet, profit and loss account and notes From € 3.15 </div>

[8] Open Ownership Register (Webpage)

Accessed 14/08/2019

<https://register.openownership.org/search?country=NL&q=Damen+Schelde+Naval+Shipbuilding>

DAMEN HOLDING B.V.

 Netherlands  Legal entity

OPTIONS | Transliterate  | Report incorrect data  | View as graph  | Download BODS json 

Beneficial owners of DAMEN HOLDING B.V.

? UNKNOWN PERSON(S) 

We have no data to tell us who this person or people might be.

Interests unknown

Details ›

Question
9.4 Does the company publish a percentage breakdown of its defence sales by customer?
Score
0
Comments
There is no publicly available evidence that the company publishes any information about its defence sales or major customers.
Evidence
No evidence found.

10. State-Owned Enterprises (SOEs)

Question
10.1 Does the SOE publish a breakdown of its shareholder voting rights?
Score
N/A
Comments
N/A
Evidence

Question
10.2 Are the SOE's commercial and public policy objectives publicly available?
Score
N/A
Comments
N/A
Evidence

Question
10.3 Is the SOE open and transparent about the composition of its board and its nomination and appointment process?
Score
N/A
Comments
N/A
Evidence

Question
10.4 Is the SOE's audit committee composed of a majority of independent directors?
Score
N/A
Comments
N/A
Evidence

Question
10.5 Does the SOE have a system in place to assure itself that asset transactions follow a transparent process to ensure they accord to market value?
Score
N/A
Comments
N/A
Evidence

List of Evidence & Sources

N o.	Type (Webpage or Document)	Name	Download Date	Link
01	Document	Corporate Social Responsibility Report 2018	13/08/19	https://www.damen.com/-/media/New-Corporate-Damen/Images/About-Damen/About/Sustainability-Report/Damen_Corporate_Social_Responsibility_Report_2018_June_2019_.pdf
02	Document	Core Values & Business Principles	13/08/19	https://www.damen.com/-/media/New-Corporate-Damen/Documents/Damen_Shipyards_Group_Core_Values_and_Business_Principles_2019.pdf
03	Document	Anti-Bribery and Corruption Policy	13/08/19	https://www.damen.com/-/media/New-Corporate-Damen/Documents/Damen_Shipyards_Group_Bribery_and_corruption_02_2019.pdf
04	Document	Whistleblower Policy	13/08/19	https://www.damen.com/-/media/New-Corporate-Damen/Documents/Damen_Shipyards_Group_Whistleblower_Policy_02_2019.pdf
05	Webpage	Compliance	13/08/19	https://www.damen.com/en/csr/compliance
06	Document	Supplier Code of Conduct	14/08/19	https://www.damen.com/-/media/New-Corporate-Damen/Documents/Damen_Shipyards_Group_Supplier_Code_of_Conduct_06_2016.pdf
07	Webpage	Companies	14/08/19	https://www.damen.com/en/companies
08	Webpage	Open Ownership Register	14/08/19	https://register.openownership.org/search?country=NL&q=Damen+Schelde+Naval+Shipbuilding
09	Webpage	Netherlands National Corporate Register	07/01/2021	https://www.kvk.nl/orderstraat/product-kiezen/?kvknummer=597163550000