



CSR REPORT 2019-20.

FOCUS AREA

**TRAINING,  
DEVELOPMENT AND EDUCATION**

4

QUALITY  
EDUCATION



8

DECENT WORK AND  
ECONOMIC GROWTH



CSR REPORT

People are our highest priority. They have the knowledge and represent our ethos. Self-fulfilment and development are the basis for sustainable corporate growth. We nurture talent and create a culture of lifelong learning. With internal and external training courses, we prepare our employees for the future and encourage them to be innovative. Learning tracks are regularly evaluated and adjusted, as are our employees.

## ORGANISATION

JDN Academy is part of the KPI department. KPI stands for Knowledge, Processes and Innovation. In consultation with the HR department, JDN Academy structures, monitors and implements the various learning programmes.

Through its knowledge platform Expert Academy, the KPI department shares knowledge and encourages innovation initiatives, such as the Innovation Challenge. The KPI department reports quarterly to the KPI Board, which includes the Board of Directors and senior management.

The HR department sets out the development and follow-up strategy for our employees.

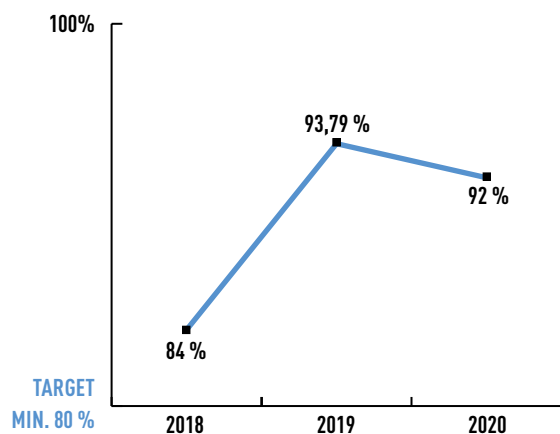
## PROGRESS

- Every new employee is given a personal induction programme for starters, thus guaranteeing a successful start.
- Through JDN Academy, we stimulate lifelong learning. We keep our employees' skills up-to-date with customised training programmes. To this end, we rely on classroom training where we offer our online library eAcademy and state-of-the-art simulators for crew members of our ships. The online platform Expert Academy ensures further knowledge sharing within the Group. Annual evaluations fine-tune the training programme in terms of professional knowledge and soft skills.
- As a company, we work hard to attract our future talents: we organise company visits, set up work placement programmes and supervise master theses and specific external training programmes.
- The knowledge platform Expert Academy went live in August 2019 and gives employees the opportunity to share knowledge with everyone within Jan De Nul Group.
- We stimulate innovative thinking with several initiatives. For example, the development of the JDN Innovation Radar and the JDN Innovation Challenge in 2020.
- For the future, we are focusing on the further digitalisation of our training offer, on supporting STEM education with our professional expertise and project management and on prioritising innovation in training and knowledge management.
- Our efforts in terms of training, development and education are also recognised externally. Clients, Lloyd's Register and governments rate our training and development efforts as very mature and effective. We also work closely together with Cevora and Constructiv on specific training plans.

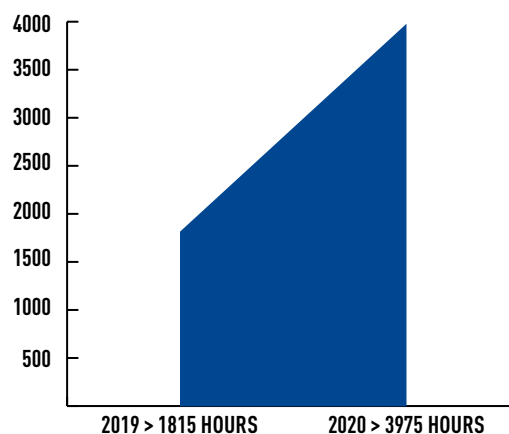
### AVERAGE NUMBER OF TRAINING HOURS PER YEAR PER EMPLOYEE

(EUR employees, workers, crew)	2017 3991 persons	2018 4083 persons	2019 4207 persons	2020 4053 persons	TARGET
Average n* of training hours p.p.	19.7	20.9	19.8	14.4	≥ 16 hours

### QUALITATIVE ASSESSMENT OF THE TRAINING OFFER



### EVOLUTION IN THE DIGITALISATION OF THE TRAINING OFFER



Due to the COVID-19 crisis, the targets were not achieved in 2020.