

## Key Sustainability Performance



The results include Doosan Bobcat's social and environmental performances, from January 1<sup>st</sup>, 2018 to December 31<sup>st</sup>, 2020.


Due to having no production facility in Republic of Korea within the reporting period, where the Headquarters is located, the environmental performances are concentrated in North America, the largest operational site of Doosan Bobcat.


See [Doosan Bobcat Sustainability report 2019](#) for more details. Also, see [Corporate Governance Report](#) and [Annual report](#) for other performances about the company's governance structure or financial performance.

The upcoming Doosan Bobcat Sustainability Report will be published in June 2022.

## Reports

 [Sustainability Report 2019](#)

 [Corporate Governance Report 2020](#)  
(Only available in Korean)

 [Annual Report 2020](#)  
(Only available in Korean)

## Social Performance

### Employment Status

Indicator	Unit	2020	2019	2018
Full-time Male (White-collar)	No. of persons	2,160	2,107	1,928
Full-time Male (Blue-collar)		3,165	3,015	2,847
Full-time Female (White-collar)		695	670	647
Full-time Female (Blue-collar)		722	661	602
Full-time Unidentified (White-collar)		7	6	4
Part-time Male (White-collar)		63	99	83
Part-time Male (Blue-collar)		15	8	6
Part-time Female (White-collar)		59	66	53
Part-time Female (Blue-collar)		1	3	2
Third Party Contractor		380	398	605
Total		7,267	7,033	6,777

### Code of Conduct (CoC) Training

The Doosan Code of Conduct (CoC) is an extension of Doosan Bobcat's values and serves as a framework for our business decisions, and sets rules on comprehensive anti-corruption and bribery policies which all employees are responsible to understand and follow.

Ethics and compliance trainings are required for all employees. All new employees should receive the Code of Conduct and complete the trainings on the ethics and compliance policy and Doosan Credo. The regular CEO messages for all global employees highlight the importance of ethics and compliance and the commitment to 'Do the Right Thing' in daily operations as well.

Indicator	Unit	2020	2019	2018	
Total no. of employees trained	No. of persons	6,160	5,329	5,625	
Total minutes trained	Minutes	106,415	92,325	96,580	
Avg. minutes of training		White-collar	20	20	20
		Blue-collar	15	15	15

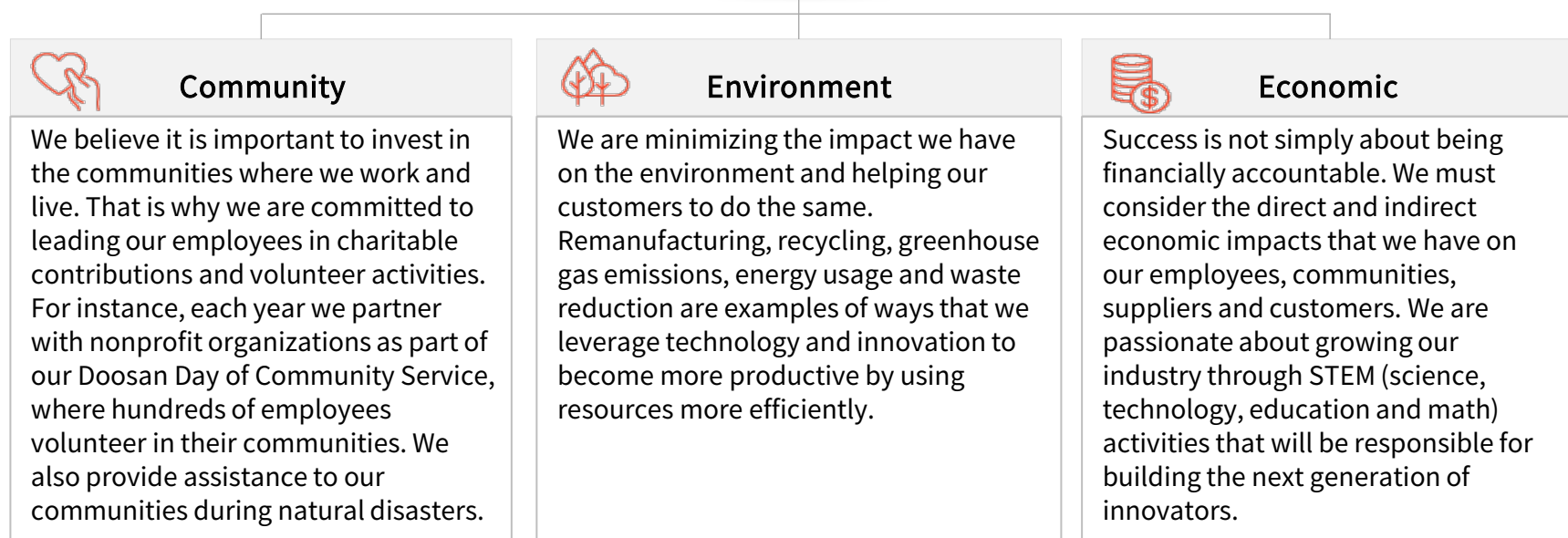
Doosan Bobcat believe ‘people are the company’s greatest asset that enables continued growth’, and we strive to promote an environment where all individuals feel they can thrive and best contribute their talents. Recognizing rapid changes surrounding our business environment, we are committed to retaining our talent, and providing training opportunities for all employees. Talent development programs are available upon demand for self-guided development for salaried employees and job skill training is provided to hourly paid employees. A new online learning platform has been introduced with more than 9,900 courses in seven languages to promote a learning culture in Doosan Bobcat. Furthermore, our performance management is guided by Doosan’s 2G Strategy - Growth of Business and Growth of People. Competency and work expectations of professional employees are regularly evaluated (by self and manager) based on the 2G Strategy, and feedback on strengths and needed development is utilized at all times as the input to build development plans for each per person that drive elective training opportunities.

Indicator	Unit	2020	2019	2018
Total no. of employees trained	No. of persons	5,887	6,233	5,857
Total hours trained	Hours	79,007	82,797	93,136
Avg. hours of training	Hours	13	13	16
Percentage of employees received talent and performance evaluation <sup>1)</sup>	%	100	100	100

1) Application of Doosan Competency Model (DCM) and Management By Objective (MBO), conducted annually for global regular white-collar employees. Report on the percentage excludes new hires and retirees at the time of reporting

## Community Engagement & Charitable Giving

### Doosan Bobcat CSR Areas



Indicator	Unit	2020 <sup>1)</sup>	2019	2018
Total no. of employees participated in Doosan day of community service	No. of persons	58	1,597	1,060
Total hours of employees participated in Doosan day of community service	Hours	262	5,013	3,603
Number of NGOs supported through Doosan day of community service	No. of NGOs	13	63	72
Total amount of employee giving collected	USD	110,067	70,748	77,529
Total amount of charitable contributions		2,609,870	2,611,518	2,708,529

1) The 2020 COVID-19 pandemic negatively impacted our employees’ charitable activities in persons

## Environmental Performance



### GHG Emissions<sup>1)</sup>

Doosan Bobcat strive to respond to climate change issues by promoting responsible use of energy throughout our business value chain, and keep efforts to participate in improving environmental protection and awareness at all our facilities in the U.S. These efforts include conserving energy, improving energy efficiency, and giving preference to renewable over non-renewable energy when feasible. We practice conserving natural resources by increasing the materials we recycle, adopting conservation measures, and strengthening pollution prevention.

Indicator		Unit	2020	2019	2018
Total GHG Emissions			78,335.5	77,411.1	80,611.0
Scope 1	Fixed <sup>2)</sup>	tCO <sub>2</sub> eq	29,329.2	30,541.5	27,689.5
	Mobile		965.4	1,868.3	2,416.5
Scope 2	Electricity		48,040.9	45,001.3	50,505.0
GHG Emissions intensity		tCO <sub>2</sub> eq/unit	2.03	1.59	1.61

1) Except for Statesville plant, which produces the Portable Power, and Johnson Creek plant, which produces Mower, acquired in 2020

2) Changes in aggregation standard for diesel: From 2020, diesel going into finished goods is removed and managed as usage outside of our own operations

### Total Energy Consumption<sup>1)</sup>

Indicator	Unit	2020	2019	2018
Natural gas	DK	455,011	471,348	254,531
Diesel	liters	17,670 <sup>2)</sup>	259,754	320,472
LPG	DK	34,296	38,117	35,774
Electricity	kWh	103,036,647	104,892,492	108,321,724

1) Except for Statesville plant, which produces the Portable Power, and Johnson Creek plant, which produces Mower, acquired in 2020

2) Changes in aggregation standard for diesel: From 2020, diesel going into finished goods is removed and managed as usage outside of our own operations

### Water Management

Doosan Bobcat's water performance is systemically tracked and monitored, and we are taking steps to primarily cut water withdrawal and reduce water consumption intensity.

All wastewater generated from production processes go through a physical, chemical, and biological treatment process at the wastewater treatment facility and purified before final discharge back to local municipality. All Facilities in North America that are using a phosphatizing process to pretreat parts prior to coating adhere to federal regulations governing metal finishing wastewater discharge. Since the facility discharges to a sewer system that is connected to a publicly owned treatment works, the discharge must at all times comply with the Pretreatment Standard for Existing Sources limits. We plan to further improve the overall effluents monitoring and treatment system in line with the expansion of the facilities in the U.S.

Indicator	Unit	2020	2019	2018
Total volume of water withdrawn (municipal water)	gallons	79,096,250	71,141,860	70,387,201
Total volume of water discharged		40,303,029	39,053,024	33,364,000
Total water consumption		38,793,221	32,088,836	37,023,201
Water consumption intensity <sup>1)</sup>		gallons/unit	1006.57	658.81

1) Recalculation of water consumption intensity value according to change in production unit counting method

## Waste Management



Doosan Bobcat's waste management approach is to prevent waste by using less material, recycling, finding fewer toxic substitutes, and/or by making equipment or process changes. We understand that waste should be prevented or reduced at the source whenever possible. If waste cannot be prevented, it should be recycled and if it cannot be prevented or recycled, it will be disposed of in an environmentally sound manner. To date, considerations have included selecting suppliers that provide products in minimal packaging and designing process machinery to efficiently use materials. We disseminate the importance of properly handling the waste to our employees through training at all levels of responsibility of the components and goals of the waste management program. In addition, we regularly assess the activities of outsourced hazardous/regulated waste treatment/disposal facilities across sites in North America to ensure they are dealing with the waste responsibly.

Indicator		Unit	2020	2019	2018	
Non-hazardous waste	Waste generated	tons	2,804	3,252	3,057	
	Waste disposed		Landfill	2,649	3,152	2,960
			Through Incineration	155 Filter cake <sup>1)</sup>	100 Filter cake	97 Filter cake
Hazardous waste <sup>2)</sup>	Waste generated	tons	0	0.36	0.42	
	Waste disposed		0	0.36	0.42	

1) Filter cake increase due to draining and cleaning out tanks, and adding fresh water spray in Bismarck factory

2) All hazardous waste is collected by the 3<sup>rd</sup> party vendors and due to the extremely low volume generated in 2020, amount generated will be collected in 2021

## Remanufacturing

Remanufacturing is a process where a used part is returned to a manufacturing facility, fully disassembled, cleaned, re-machined (if required), and Original Equipment Manufacturer (OEM) parts are replaced during the reassembly process. Products are returned to the original "same-as-new" condition. Doosan Bobcat operate remanufacturing programs for 15 major components found in Bobcat equipment. Many hydraulic components are included, as well as engine and engine components, and electronic controllers. Our remanufactured parts and components provide like-new performance and reliability at a reduced cost – while helping the environment. Each year, our remanufacturing program keeps roughly 2 million pounds of waste out of landfills and reduces the need for raw materials which would have been used for new parts.

Indicator	Unit	2020	2019	2018
Remanufactured Product/Service Sales	% (Net Sales Growth Rate)	10	21	21