

NURTURING OUR HUMAN CAPITAL

People are at the heart of our business. We embrace the diversity and expertise that our employees bring to the Group and are committed to their growth, well-being and safety. We also respect human rights across our operations and value chain, aligning our human rights practices to various national and international frameworks.

Sembcorp Marine's philosophy of providing a conducive work environment is in keeping with several United Nations Sustainable Development Goals.

OUR HUMAN CAPITAL STRATEGY FOCUSES ON FIVE KEY AREAS:



Sembcorp Marine strives to be an employer of choice

	Our Commitment	Our Efforts in 2019
Fair Employment & Equal Opportunities	<ul style="list-style-type: none"> Practise zero discrimination policy and build a diversified and inclusive workplace 	<ul style="list-style-type: none"> Pledged our commitment to Sustainable Employment Practices proposed by Singapore Business Federation Estaleiro Jurong Aracruz (EJA) celebrated the social, economic, cultural and political achievements of women on International Women's Day 2019
Talent Planning & Leadership Development	<ul style="list-style-type: none"> Tap talent globally and groom leaders 	<ul style="list-style-type: none"> Established a new profiling method for assessing employees' competencies Conducted Sembcorp Marine-Singapore Management University (SMU) Leadership programmes for the 4th year Introduced the Mentorship Programme, an initiative pairing new and current employees with experienced professionals
Workforce Capability & Competency Development	<ul style="list-style-type: none"> Instil a lifelong learning culture and develop a capable and competent workforce 	<ul style="list-style-type: none"> Achieved 45 training hours per employee globally with a total of \$4.7 million training investment made Implemented Augmented Reality-Virtual Reality (AR-VR) technology for gas containment system training and other LNG technical programmes Attained the ISO 29990 Learning Service Provider (LSP) certification for conducting courses in general trade, hot works trade and painter trade Signed a tripartite Memorandum of Understanding with Shipbuilding and Marine Engineering Employees' Union (SMEEU) and the Employment and Employability Institute Pte Ltd (e2i) to raise worker employability through skills and talent development, particularly in digital readiness
Employee Engagement & Well-being	<ul style="list-style-type: none"> Promote work-life balance and improve employees' well-being 	<ul style="list-style-type: none"> Implemented flexible work arrangement policies to help employees balance work and personal commitments Provided employees with on-demand transport service between home and office Set up Workers' Welfare Committee to enhance communication and engagement
Human Rights Principles & Practices	<ul style="list-style-type: none"> Respect globally recognised human rights principles 	<ul style="list-style-type: none"> Formulated framework to align practices with globally recognised principles i.e. Building Responsibly and ETI Code Enhanced recruitment practices with adoption of "Employer Pays Principle" (EPP)

NURTURING OUR HUMAN CAPITAL

FAIR EMPLOYMENT & EQUAL OPPORTUNITIES

Sembcorp Marine is a signatory to the Tripartite Guidelines on Fair Employment Practices in Singapore. We practise sustainable employment by fostering an inclusive culture and an equal-opportunity work environment that respects our employees' diversity and rights.



Operating in a traditionally male-dominated industry, we aim to close the gender gap with an increased representation of women in senior leadership roles.

15%

of our Singapore executive workforce in *Operations* roles are female

39%

of our Singapore executive workforce in *Commercial and Corporate Services* roles are female



Sembcorp Marine also values the depth of knowledge and experience that people beyond the statutory retirement age can offer.

346

contracts were offered in 2019 to people past the statutory retirement age in Singapore



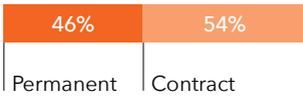
Our diverse workforce goes beyond a mix of age and gender to include those with special needs.

At Sembcorp Marine, we actively promote equality among employees of diverse backgrounds through our Inclusion of Disabled Persons Programme. The workforce at our Brazilian subsidiary Estaleiro Jurong Aracruz includes staff with special needs working in various functions, such as administration and operations.

HIGHLIGHTS OF OUR WORKFORCE IN 2019



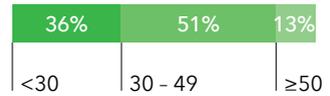
By Employment Contract



By Employee Category



By Age Group

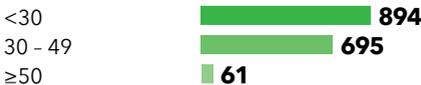


TOTAL
1,650

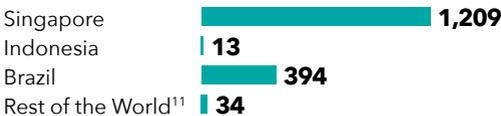


NEW HIRES

By Age Group



By Region



TOTAL
2,663

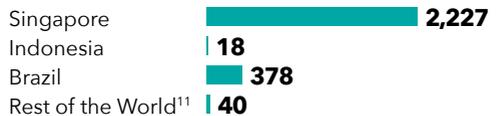


TURNOVER

By Age Group



By Region



(11) Rest of the world includes Norway, USA, Malaysia, Poland, France and United Kingdom

NURTURING OUR HUMAN CAPITAL

TALENT PLANNING & LEADERSHIP DEVELOPMENT

Identifying talent requirements and succession-planning are key considerations in Sembcorp Marine's strategic workforce planning. They are integral to our long-term goals and sustainability, especially for key positions in the Group. In 2019, we enhanced our succession-planning framework with detailed profiling of roles. This has helped us assess our competency gaps more effectively.



DEVELOP

Training and development play an important part in Sembcorp Marine's efforts to build a competent and resilient workforce.



Job rotation and overseas assignments give our employees international exposure as part of their career development.

43
employees were
seconded to our
overseas subsidiaries



Our Global Leadership Development Programme, curated by the Singapore Management University, provides classroom leadership training for different managerial levels.

2,255
of our current employees
have undergone the
leadership programme



We appraise our employees' performance through an open review process annually.

9,752
of our workforce received
performance appraisals and
career development reviews



OUTREACH

To attract talent with specialised knowledge and capabilities catering to our business segments and geographical markets, we reach out to a wide talent pool through career talks, job fairs and outreach activities in schools, communities and tertiary institutions. In Singapore, the Group offers industrial placements to students from institutes of higher learning.



Participated in
38
job fairs



123
interns attached to our
yards in Singapore



16
scholarships offered to
students from various
institutes

WORKFORCE CAPABILITY & COMPETENCY DEVELOPMENT

We actively develop our workforce competence and promote a culture of continuous improvement and organisational excellence.

To facilitate our employees' holistic development and empower them to achieve their highest potential, every job role in the organisation is mapped on to our four key learning thrusts:

- Total Workplace Safety & Health (WSH) Excellence;
- Skills & Competence;
- Innovation & Productivity; and
- Growth & Development.

Given the constantly changing market demands and technological disruptions in our industry, a highly skilled workforce readies the Group for new challenges and opportunities. We up-skill and re-skill our people on digitalisation, which prepares them for the future of work in an Industry 4.0 environment.

RE-SKILLING & UP-SKILLING OUR WORKFORCE FOR THE FUTURE



\$4.7 MILLION

invested in our global workforce training and development



484,711

employee-training hours globally



45
training hours per employee

Average training hours by employee category



Average training hours by gender



Mr. Lin Zewei, an ex-production head, was among the first batch of PCP participants at Sembcorp Marine. With the knowledge and soft skills gained from the course, he was able to transition successfully to his current position as a Senior Project Manager.

Since the launch of the Professional Conversion Programme (PCP) in 2018, Sembcorp Marine has been one of its key supporting companies. The PCP is a pathway for workers in Singapore to re-skill and up-skill themselves for new positions, through industry-recognised training programmes. In 2019, 38 of our employees from the Professionals, Managers, Executives and Technicians (PMET) category and new non-marine entrants completed the programme.

NURTURING OUR HUMAN CAPITAL

EMPLOYEE ENGAGEMENT AND WELL-BEING

At Sembcorp Marine, we value open communication and engage our employees through various channels including regular dialogue sessions, briefings, workshops, newsletters and memos. Through these communications, we share our company's new initiatives and development and gather useful feedback from our employees.



SWATBIZ Briefing: To reduce our employees' commuting time, we introduced SWATBIZ, an app-based on-demand service for booking bus transport between home and office.



Certificates presented to nominees of Workers' Welfare Committee.



Sembcorp Marine's Dolphin newsletter keeps our employees updated on the latest company developments.

To support employee health and well-being, we provide a comprehensive programme of healthy lifestyle activities and amenities.



Health & Wellness Programme

- In-house gymnasium caters for exercise workouts and wellness activities including Zumba and yoga
- Pre-retirement talks to help our older employees transition smoothly to retirement



Amenities in Tuas Boulevard Yard Corporate Office

- Open office concept with ergonomic workstations
- Collaboration and communal spaces
- Nursing rooms
- Built-in canteen
- Facial recognition entry
- Smart elevators

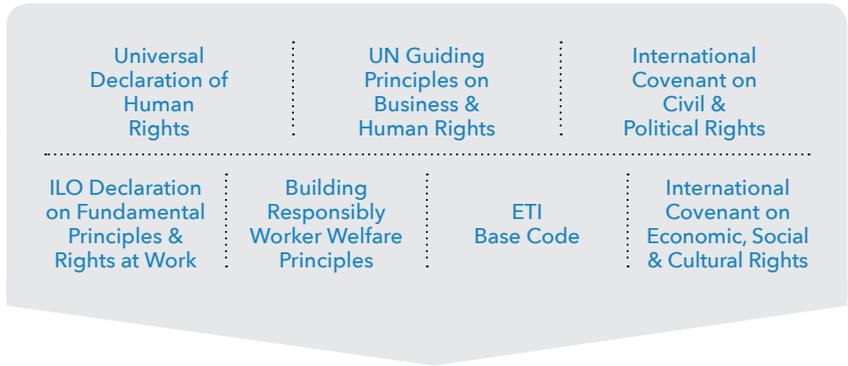


Foreign Workers' Welfare and Inclusion Programme

- We work with the Singapore Police Force to hold regular activities that promote crime awareness
- We organise flea markets, fruit fairs and multi-agency/vendor roadshows at our dormitories
- We arrange sporting events such as badminton and cricket training and competitions

UPHOLDING HUMAN RIGHTS

INTERNATIONAL
STANDARDS &
PRINCIPLES



SEMBCORP
MARINE'S
POLICY



SEMBCORP
MARINE'S
COMMITMENT
& FOCUS



OUR HUMAN
RIGHTS
PRINCIPLES &
PRACTICES

Sembcorp Marine respects internationally recognised Human Rights standards and principles and aligns our labour practices with international standards and principles. Our commitment to Human Rights is articulated in Sembcorp Marine's Human Resource policies which follow the social performance guidelines in the SA8000 standard. These policies advocate fair treatment of employees and responsible employment practices. The Sembcorp Marine Code of Business Conduct and Supplier Code of Conduct further encapsulate our Human Rights expectations on employees, vendors and suppliers.