

NURTURING OUR HUMAN CAPITAL

EMPOWERING AND RETAINING OUR PEOPLE
FOR A FUTURE-READY WORKFORCE THAT
ENGINEERS OUR GROWTH



ZERO-EMISSION FERRIES – SOLUTIONS FOR SUSTAINABLE LIVING AND OPERATION IN THE OCEAN

As part of Sembcorp Marine's transformation strategy, we have been investing in our human capital. Since 2013, we have supported nine employees in the Post-graduate Programme to develop R&D skill-sets on emerging energy focus and technologies. Four of our employees (below) are currently pursuing the programme related to Gas solutions.



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 line with the United Nations Sustainable Development Goals.

OUR WORK IN 2020



Fair Employment & Equal Opportunities

- Reviewed and updated our fair employment & equal opportunities policies



Talent Planning & Leadership Development

- Conducted a review of the SCM-SMU (Sembcorp Marine-Singapore Management University) Executive Leadership Development programme



Workforce Capability & Competency Development

- Attained 16.06 training hours per employee globally with a total of \$2.60 million training investment made
- Continued with the enrolment of staff in the EDB-IPP (Economic Development Board - Industrial Post-graduate Programme) in Singapore
- Arranged and organised various renewables- and gas-related training programmes, including Business Opportunities in Growing Offshore Wind Market, Business Opportunities in Low Carbon Shipping, Workshop on LNG Cargo System and Operations of LNG Bunkering Vessel
- Implemented new training programme in our Singapore yards with aims to develop a digital-ready workforce
- Successfully rolled out training programmes in our Singapore yards which align staff competencies with our sustainability goals
- Established a new improved Competence Matrix for our staff in Norway to allow analysis of training needs to be more precise



Employee Engagement & Well-being

- Set up in-house swab facilities at two of our Singapore yards
- Refined our Flexible Benefits System implemented for our Singapore yards
- Our Singapore yards organised first series of webinar on *Retirement Talks: Assessing Your Retirement Income Needs* on 18 December 2020
- Our Aracruz yard in Brazil organised employee engagement programmes such as Safe Carnival Campaign, Recognition of International Women's Day, and Campaign against COVID-19 Pandemic



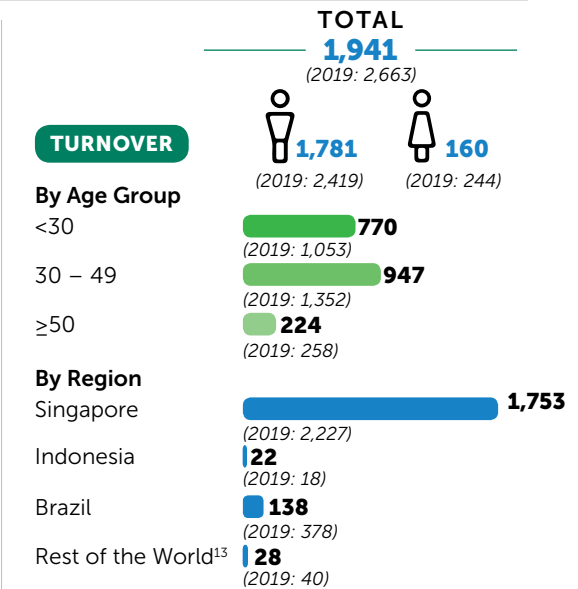
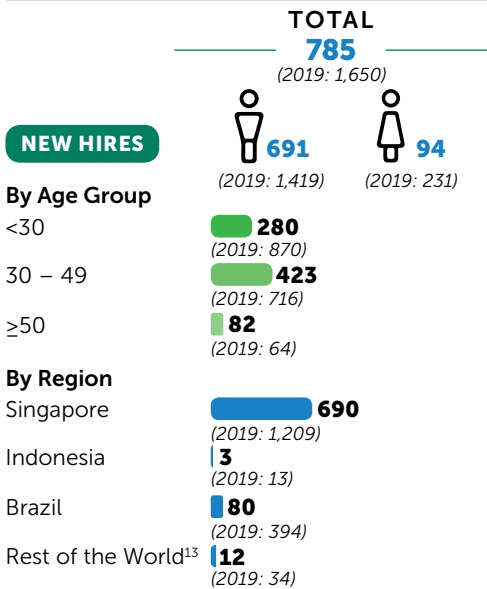
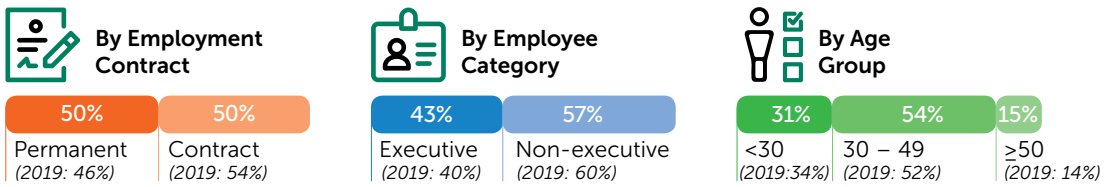
Human Rights Principles & Practices

- Updated our human rights policies to incorporate SA8000 standards
- Our Singapore yards implemented Employer Pays Principle (EPP) for hiring of migrant workers
- Our Aracruz yard formulated and introduced Anti-bribery and Code of Business Conduct policies

FAIR EMPLOYMENT & EQUAL OPPORTUNITIES

Sembcorp Marine enhances its commitment to long-term sustainable employment practices by fostering a “walk the talk” methodology. We promote a fair playing field in our recruiting activities and respect human rights. During the pandemic-led slowdown in 2020, we continued investing in our workforce to preserve our existing capabilities and empower them with future-ready competencies in anticipation of the global economic recovery.

HIGHLIGHTS OF OUR WORKFORCE IN 2020



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

NURTURING OUR HUMAN CAPITAL

291

contracts were offered in 2020 to people past the statutory retirement age in Singapore

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

14% of our Singapore executive workforce in Operations roles are female

40% of our Singapore executive workforce in Commercial and Corporate Services roles are female

TALENT PLANNING & LEADERSHIP DEVELOPMENT

To retain our competitive edge and stay relevant, Sembcorp Marine develops our employees into leaders and agents of positive change. We nurture a diverse leadership team that not only creates value for our stakeholders, but also inspires and propels others to greater heights.



DEVELOP

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



49 employees were seconded to our overseas subsidiaries



8,485 of our workforce received performance appraisals and career development reviews



We conducted a review of our SCM-SMU Executive Leadership Development programme in 2020.

2,988 of our employees have undergone the leadership programme



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, tertiary institutions and our communities.



Participated in 6 job fairs



90 interns attached to our yards in Singapore



37 scholarships offered to students from various institutes

WORKFORCE CAPABILITY & COMPETENCY DEVELOPMENT

With the reduction in our local manpower pool and constraints on foreign manpower due to COVID-19, Sembcorp Marine continues to invest in the development of our human capital to equip them with the required competencies and to nurture them to their fullest potential.

Sembcorp Marine will continue to invest in productivity initiatives that leverage on good upfront designs, additive manufacturing processes, robotics and automation.

To develop and enhance our R&D capabilities, we sponsored selected employees to undergo post-graduate programme training to acquire expertise in emerging areas that are aligned to our company’s business and technology needs.

“I believe that the future of energy consumption is in clean energy and LNG is one such energy source. I was given the opportunity to further my interest with the EDB-IPP and enrolled in the engineering doctoral programme, focusing on LNG industrial safety. I would like to thank Sembcorp Marine for their support and sponsorship.”

– Mr Lim Boon How



Mr Lim Boon How, a Senior Compliance Engineer in our Engineering Department, commenced his IPP at Nanyang Technological University in August 2018, focusing on LNG industrial safety.

RESKILLING & UPSKILLING OUR WORKFORCE FOR THE FUTURE



\$2.60 MILLION

invested in our global workforce training and development



233,476

employee-training hours globally



Average training hours by employee category



Average training hours by gender



NURTURING OUR HUMAN CAPITAL

EMPLOYEE ENGAGEMENT AND WELL-BEING

The COVID-19 pandemic has affected the global economy as well as businesses worldwide. We have put in place various measures to continuously engage our employees and ensure their well-being during this period and in the new normal.

To support the nation's efforts in COVID-19 testing, we have set up in-house swab centres at two of our Singapore yards in 2020 that serve close to 35,000 employees. During the same period, we refined our Flexible Benefits System to ensure that our employees are sufficiently protected with core health and life insurance.

As part of our foreign workers' welfare and inclusion programme, we organised various initiatives to support the health and well-being of our employees who stay in the dormitories during the circuit-breaker period. These include:

Appointing dormitory room leaders to support the early detection of residents in distress and ensure adherence to safe-distancing measures.

Initiating a mobile clinic for the welfare of our workers residing in our in-house dormitories.

Participating in a green project involving the study of the effects of installing UV-C lights and ioniser plants at common toilets to reduce pollutants and airborne virus transmission.

Distributing of care packs filled with essential items like hand sanitisers, masks, gloves, dry food and Vitamin C.

Organising virtual engagement activities such as drawing competitions, art & craft sessions and photo competitions.

Providing support to employees for their medical and personal needs, including access to remittance services.



Promoting awareness of COVID-19 prevention among dormitory residents through drawing competitions



Maintaining communication and engagement with employees during COVID-19

UPHOLDING HUMAN RIGHTS

At Sembcorp Marine, we constantly demonstrate our strong belief in upholding our pledge to human rights through our policies and practices.

In 2020, we reviewed and updated our human rights policies to incorporate SA8000 standards. We have also signed agreements with nine of our designated manpower supply agencies to implement and comply with the "Employer Pays Principle" (EPP). Our Aracruz yard in Brazil formulated and introduced Anti-bribery and Code of Business Conduct policies.



OUR HUMAN RIGHTS PRINCIPLES & PRACTICES¹⁴

INTERNATIONAL STANDARDS & PRINCIPLES

SEBNCORP MARINE'S POLICIES

- | | | | |
|------------------------|--------------------------|--------------------------|----------------------------------|
| Human Resources Policy | Code of Business Conduct | Supplier Code of Conduct | Collective Bargaining Agreements |
|------------------------|--------------------------|--------------------------|----------------------------------|

SEBNCORP MARINE'S COMMITMENT & FOCUS

- | | |
|---------------|-----------------|
| Labour Rights | Employee Rights |
|---------------|-----------------|



(14) For more details, please refer to page 43 of our Sustainability Report 2019.