

# SOCIAL

## OUR PERFORMANCE

### Health and Safety

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In line with our growing international footprint, we continued to focus on aligning our practices with our global standards. We placed an emphasis on implementing initiatives across Group, country and site working levels in 2017. Key initiatives included:

#### Group initiatives

- Conducting our company's first HSE workshop outside of Singapore, in Vietnam
- The rolling out of safety standards to improve and standardise our safety protocol. A taskforce was set up in 2016 to review our Permit-to-Work (PTW) system and evaluate areas for improvement and standardisation. This year, our Global PTW Standard was approved by the board's Risk Committee and launched for group-wide implementation, and our Singapore utilities assets have been verified for compliance to the standard. The Safe Lifting Operations and Working At Height standards are presently being developed and formalised
- The establishing of regular push communications, alerts and case studies from serious incidents. Besides the dissemination of information, every site is required to review their internal procedures based on lessons learnt from the case studies, and update their procedures where appropriate
- The updating of our Group HSE policy and management system to ensure that our management approach remains relevant and effective. Security management has been included as an element in our management system to ensure that our people, assets and reputation are protected against security risks and site vulnerabilities

#### Country initiatives

- Establishing our Plant Performance and Compliance Assurance (PPCA) regime. The PPCA has been spearheaded by the asset management team in China, with HSE being a key component in the review scope. The assurance exercise consists of an operational plant review, technical integrity reviews, safety management as well as ensuring compliance with local regulatory requirements. The PPCA has been rolled out to all our water plants in China

## Site initiatives

- Implementing a site HSE self-evaluation process against applicable legal requirements and corporate policies. This self-evaluation is done on a quarterly basis, and the outcome of the assessment is discussed and reviewed during the HSE Committee meeting
- Conducting site assessments at all our solid waste management depots, where we have identified three key areas for improvements: safety engagement with workers, leadership and safety culture, and enhancing safety competency

Despite our best efforts, it is with deep regret that we report two work-related fatalities and one fatality involving a member of the public in 2017. Every life lost is one too many. No effort will be spared in ensuring that all incidents are thoroughly investigated and preventive actions implemented to address root causes. Two of these incidents involved contractors, one at a water operation in China and another at a factory in Malaysia operated by our design and construction business. The third case, which is currently undergoing investigation by the authorities, involved a member of the public and one of our waste collection trucks. We are determined to step up efforts to engage our workforce on the importance of building a proactive health and safety culture.

We are closely monitoring our safety statistics to ascertain the impact of our initiatives, and recognise that a change in health and safety culture will require sustained effort over a longer time frame. In 2017, we were encouraged by some positive results in both our operating assets as well as projects under construction. We believe that our promotion of near miss investigations and reporting have improved our operations' and sites' ability to identify and address unsafe conditions or actions.

## **Our People**

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We undertook a global employee engagement survey in 2017, and are pleased to report an 81% response rate. The survey provided valuable insights into issues that were of key concern to our employees, and gave us the impetus to work on areas for improvement. Findings of the survey were cascaded to all employees through briefing sessions and workshops facilitated by Group Human Resources & Organisational Development. Cross-functional focus group engagement sessions are currently underway to help prioritise and plan the next steps.

The roll-out of the Sembcorp Leaders' Programme (SLP) in Singapore was well-received, with close to 44% of eligible employees having signed up within the first year of its roll-out.

We expanded our online Learning Management System (LMS) to Oman and the UAE, and have observed improved productivity in training administration and increased accessibility of training materials.

## Community

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In line with our commitment to manage our impact on the community responsibly and to better mitigate the environmental and social impact of our businesses, key community investments and programmes are designed in consultation with local communities as guided by our CSR Framework. In 2017, we conducted community needs assessments for the communities surrounding our assets under construction in Myanmar and Bangladesh, and are in the process of identifying programmes for implementation.

In 2017, Sembcorp contributed close to S\$5.5 million in cash and in kind to charities and community initiatives globally. Over S\$900,000 comprised mandatory contributions and close to S\$3,000 comprised leveraged contributions. These contributions supported programmes relating to providing potable water and infrastructure works, as well as youth development and job training. Total volunteer man-hours amounted to more than 19,000 hours, of which approximately 12% were spent outside of working hours due to event requirements.

\* *The data in this document is presented in accordance with the GRI Standards: Core option, and the relevant GRI Standards topic and indicator is specified*

# ALL SOCIAL INDICATORS

## Material Issue – Health and Safety

### GRI 403-1 Social: Occupational Health and Safety

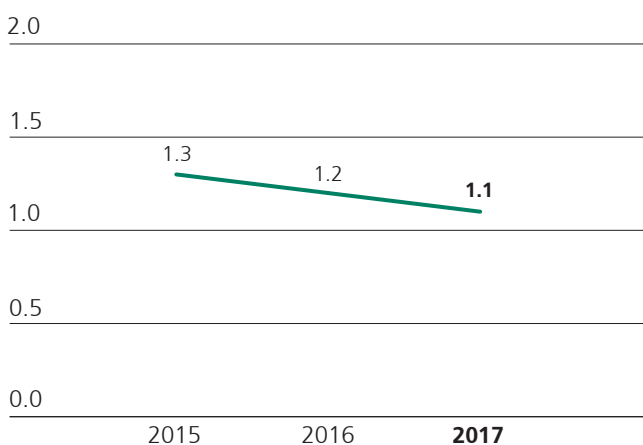
Workers representation in formal joint management-worker health and safety committees

100% of the workforce is represented in formal joint management-worker health and safety committees. Committees operate at the facility level.

### GRI 403-2 Social: Occupational Health and Safety

Types of injury and rates of injury, occupational diseases, lost days, and absenteeism, and number of work-related fatalities

#### Lost Time Injury Rate per Million Man-hours<sup>1,2,3</sup>



#### Accident Severity Rate per Million Man-hours<sup>1,2,4</sup>



<sup>1</sup> Group health and safety performance are reported and recorded in accordance to the reporting requirements defined in the Group HSE Health and Safety Performance Reporting Standards. The principles adopted by the Standard are consistent with the general principles of the GRI Standards, the International Oil and Gas Producers Association Reporting Standards, and the US National Institute for Occupational Safety and Health (NIOSH). Occupational health and safety data includes employees and contractors. All injuries incurred involved male employees and contractors

<sup>2</sup> Figures are based on scope included in the reporting year

<sup>3</sup> Lost time injury rate is defined as the number of fatalities and lost work day cases per million man-hours worked. It excludes first aid cases

<sup>4</sup> Accident severity rate is defined as the number of lost work days per million man-hours worked. It has been charted excluding fatalities. Accident severity rate including fatalities is reported in our detailed performance data online. We record lost time due to one fatality as 6,000 lost work days, as per the standards set forth by the US NIOSH

## Types of Injury and Injury Rate By Region (Employees)<sup>1</sup>

	Group	Singapore	China	India	Middle East & Africa	UK & The Americas	Rest Of Asia
<b>Number of work-related injuries, by type</b>							
Fatalities <sup>2</sup>	0	0	0	0	0	0	0
Lost work day cases <sup>3</sup>	28	20	1	1	3	3	0
Lost work days (excluding fatalities) <sup>3</sup>	455	315	46	26	56	12	0
Medical treatment cases	0	0	0	0	0	0	0
Restricted work cases	0	0	0	0	0	0	0
Occupational diseases	0	0	0	0	0	0	0
First aid cases	7	0	0	3	4	0	0
<b>Injury rate (IR)<sup>4</sup></b>							
Fatal accident rate <sup>5</sup>	0	0	0	0	0	0	0
Lost time injury rate <sup>6</sup>	2.2	3.0	0.6	0.5	1.9	3.6	0.0
Accident severity rate (lost day rate) per million man-hours (excluding fatalities) <sup>7</sup>	35.1	46.8	25.7	13.6	35.9	14.5	0.0
Total recordable injury rate per million man-hours <sup>8</sup>	2.2	5.5	0.6	0.5	1.9	3.6	0.0
Occupational disease rate per million man-hours	0.0	0.0	0.0	0.0	0.0	0.0	0.0

Absenteeism data will be available in the next reporting cycle.

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<sup>2</sup> Data covers employees. During the year, we recorded a fatal incident involving a member of the public, details for which are not recorded here but reported in the Health and Safety performance commentary section of this document

<sup>3</sup> Lost work day count begins the day after the onset of the accident. "Days" refers to calendar days

<sup>4</sup> First aid injuries are excluded in the injury rate

<sup>5</sup> Fatal Accident Rate is defined as the number of fatalities per 100 million man-hours worked

<sup>6</sup> The Lost Time Injury Rate is defined as the number of fatalities and lost work day cases per million man-hours worked. It excludes first aid cases

<sup>7</sup> We record lost time due to one fatality as 6,000 lost work days, as per the standards set forth by the US NIOSH

<sup>8</sup> Total Recordable Injury Rate is defined as the number of fatalities, lost work day cases, medical treatment cases, and restricted work cases per million man-hours worked. It excludes first aid cases

## Types of Injury and Injury Rate By Region (Contractors)<sup>1</sup>

	Group	Singapore	China	India	Middle East & Africa	UK & The Americas	Rest Of Asia
<b>Number of work-related injuries, by type</b>							
Fatalities <sup>2</sup>	2	1	1	0	0	0	0
Lost work day cases <sup>3</sup>	23	23	0	0	0	0	0
Lost work days (excluding fatalities) <sup>3</sup>	287	287	0	0	0	0	0
Medical treatment cases	1	0	0	0	1	0	0
Restricted work cases	2	2	0	0	0	0	0
Occupational diseases	0	0	0	0	0	0	0
First aid cases	2	0	0	1	1	0	0
<b>Injury rate (IR)<sup>4</sup></b>							
Fatal accident rate <sup>5</sup>	5.6	8.0	27.3	0.0	0.0	0.0	0.0
Lost time injury rate <sup>6</sup>	0.7	1.9	0.3	0.0	0.0	0.0	0.0
Accident severity rate (lost day rate) per million man-hours (excluding fatalities) <sup>7</sup>	8.1	23.1	0.0	0.0	0.0	0.0	0.0
Total recordable injury rate <sup>8</sup>	0.8	2.1	0.3	0.0	1.2	0.0	0.0
Occupational disease rate per million man-hours	0.0	0.0	0.0	0.0	0.0	0.0	0.0
<b>Number of man-hours worked</b>	34,412,061	12,435,377	3,666,101	11,185,883	802,335	327,396	6,994,969

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<sup>3</sup> Lost work day count begins the day after the onset of the accident. "Days" refers to calendar days

<sup>4</sup> First aid injuries are excluded in the injury rate

<sup>5</sup> Fatal Accident Rate is defined as the number of fatalities per 100 million man-hours worked

<sup>6</sup> The Lost Time Injury Rate is defined as the number of fatalities and lost work day cases per million man-hours worked. It excludes first aid cases

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<sup>8</sup> Total Recordable Injury Rate is defined as the number of fatalities, lost work day cases, medical treatment cases, and restricted work cases per million man-hours worked. It excludes first aid cases

## Breakdown of Fatalities, Lost Time Injury Rate and Accident Severity Rate by Business Lines<sup>1, 2</sup>

<b>Fatalities<sup>3</sup></b>		<b>2017</b>	<b>2016</b>	<b>2015</b>
<b>Group</b>		<b>2</b>	<b>3</b>	<b>3</b>
Utilities:	Operating subsidiaries	<b>1</b>	<b>0</b>	<b>1</b>
	Assets under construction	<b>0</b>	<b>2</b>	<b>1</b>
	Solid waste management	<b>0</b>	<b>0</b>	<b>0</b>
Other Businesses:	Sembcorp Design and Construction	<b>1</b>	<b>1</b>	<b>1</b>
	Singapore Mint	<b>0</b>	<b>0</b>	<b>0</b>

<b>Lost Time Injury Rate (LTIR)<sup>4</sup></b>		<b>2017</b>	<b>2016</b>	<b>2015</b>
<b>Group</b>		<b>1.1</b>	<b>1.2</b>	<b>1.3</b>
Utilities:	Operating subsidiaries	<b>0.6</b>	<b>0.9</b>	<b>1.8</b>
	Assets under construction	<b>0.2</b>	<b>1.2</b>	<b>0.2</b>
	Solid waste management	<b>7.5</b>	<b>4.1</b>	<b>8.2</b>
Other Businesses:	Sembcorp Design and Construction	<b>1.7</b>	<b>0.6</b>	<b>2.2</b>
	Singapore Mint	<b>0.0</b>	<b>—</b>	<b>9.5</b>

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<sup>2</sup> Figures are based on scope included in the reporting year

<sup>3</sup> During the year, we recorded a fatal incident involving a member of the public, details for which are not recorded here but reported in the Health and Safety performance commentary section of this document

<sup>4</sup> Lost Time Injury Rate is defined as the number of fatalities and lost work day cases per million man-hours worked. It excludes first aid cases

Occupational health and safety data is broken down based on businesses that have different risk profiles due to the nature of jobs and skills of labour used.

## Occupational Health and Safety Performance by Business Lines<sup>1</sup>

Reporting indicators	Group	Utilities: Operating subsidiaries	Utilities: Projects under construction	Solid waste management in Singapore	Other Businesses: Sembcorp Design and Construction	Other Businesses: Singapore Mint
Number of fatalities <sup>2</sup>	2	1	-	-	1	-
Number of lost work day cases <sup>3</sup>	51	11	3	20	17	-
Number of lost work days (excluding fatalities) <sup>3</sup>	742	154	21	315	252	-
Lost time injury rate (including fatalities) <sup>4</sup>	1.1	0.6	0.2	7.5	1.4	-
Accident severity rate (excluding fatalities)	15.3	7.9	1.5	118.6	20.3	-
Accident severity rate (including fatalities) <sup>5</sup>	263.4	315.3	1.5	118.6	502.7	-
Total recordable injury rate <sup>6</sup>	1.2	0.6	0.5	7.5	1.7	-
Number of medical treatment cases	4	0	2	0	2	0
Number of near miss cases	124	103	14	1	6	-
Number of dangerous occurrences	0	0	0	0	0	0
Number of occupational disease cases	0	0	0	0	0	0
Number of restricted work case	3	0	2	0	1	0
Number of man-hours worked (employees)	12,958,219	6,802,425	287,876	2,644,408	3,122,399	101,111
Number of man-hours worked (contractors)	35,412,061	12,716,817	13,367,708	12,124	9,313,586	1,826
Total	48,370,280	19,519,242	13,655,584	2,656,532	12,435,985	102,937



- <sup>1</sup> Group health and safety performance is reported and recorded in accordance to the reporting requirements defined in the Group HSE Health and Safety Performance Reporting Standards. The principles adopted by the Standard are consistent with the general principles of the GRI Standards, the International Oil and Gas Producers Association Reporting Standards, and the US National Institute for Occupational Safety and Health (NIOSH). All injuries incurred involved male employees and contractors
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- <sup>3</sup> Lost work day count begins the day after the onset of the accident. "Days" refers to calendar days
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Occupational health and safety data is broken down based on businesses that have different risk profiles due to the nature of jobs and skills of labour used.

### **GRI 403-3 Social: Occupational Health and Safety**

*Workers with high incidence or high risk of diseases related to their occupation*

None of our employees and contracted workers are involved in occupational activities that have a high incidence or high risk of specific diseases.

### **EU18 Social, Labour Practices and Decent Work: Employment**

*Percentage of contractor and subcontractor employees that have undergone relevant health and safety training*

97% of contractors and subcontractors received relevant health and safety training designed for their scope of work.

### **EU25 Social, Labour Practices and Decent Work: Customer Health and Safety**

*Injuries and fatalities to the public involving company assets, including legal judgement, settlements and pending legal cases of diseases*

There was one fatality involving a member of the public involving our waste collection truck. The case is currently undergoing investigation.

**GRI 102-7 GRI 102-8** General: Organisational Profile

Scale of organisation and information on employees and other workers

**Total no. of employees by employment contract, by gender**

Employment Contract	Male	Female	Total
Permanent	3170	885	<b>4055</b>
Contract	742	44	<b>786</b>

**Total number of employees by employment type, by gender**

Employment Type	Male	Female	Total
Full-time	3912	929	<b>4841</b>
Part-time	0	4	<b>4</b>

**Total number of employees by employment contract, by region**

Region	Permanent	Contract	Total
Singapore	1737	684	<b>2421</b>
China	779	15	<b>794</b>
India	535	1	<b>536</b>
Rest of Asia	44	60	<b>104</b>
Middle East and Africa	552	13	<b>565</b>
UK	182	0	<b>182</b>
Others	226	13	<b>239</b>

A significant portion of our construction activities are performed by contractors. There were no seasonal or significant variations in our employee numbers during the year. Data is extracted and compiled through our human resources SAP system as well as excel spreadsheets. Employee numbers are expressed as headcount.

**GRI 102-41 General: Stakeholder Engagement***Collective bargaining agreements*

In 2017, 37% of Sembcorp’s permanent and contract employees were covered by collective bargaining agreements.

**GRI 202-1 Economic: Market Presence***Ratios of standard entry level wage by gender compared to local minimum wage***Singapore<sup>1</sup>**

Male	N.A.
Female	N.A.

**China**

Male	1.4
Female	1.5

**India**

Male	1.6
Female	2.7

<sup>1</sup> Singapore does not have a minimum wage

Local minimum wage is not differentiated by gender. Starting salaries of our contract employees are reviewed annually to ensure they are above the local minimum wage.

**GRI 202-2 Economic: Market Presence***Proportion of senior management hired from the local community***Proportion of senior management<sup>1</sup> hired from local<sup>2</sup> community at significant locations of operation<sup>3</sup>**

Location	%
Singapore	89.0%
China	72.0%
India	78.0%

<sup>1</sup> Senior management is defined as employees in the management committee and / or specific employees who hold the highest responsibility in the operation

<sup>2</sup> Local is defined by citizens and permanent residents of the said country

<sup>3</sup> Significant locations of operation is defined by total assets, which determine volume of human resource activities

## GRI 401-1 Social: Employment

*New employee hires and employee turnover\**

The total rate of new employee hires is 11.3%.

### New Hires by Gender

Gender	No. of employees	%
Male	359	78.6%
Female	98	21.4%
<b>Total</b>	<b>457</b>	<b>100%</b>

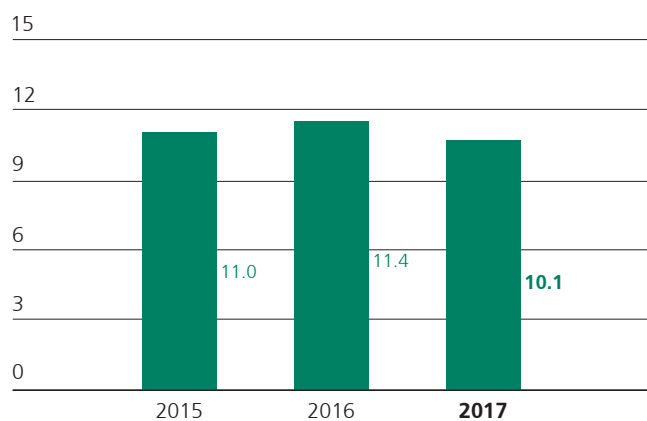
### New Hires by Age Group

Age group	No. of employees	%
<30 years	169	37.0%
30-49 years	228	49.9%
>50 years	60	13.1%
<b>Total</b>	<b>457</b>	<b>100%</b>

### New Hires by Region

Region	No. of employees	%
Singapore	234	51.2%
China	121	26.5%
India	46	10.1%
Rest of Asia	0	0%
Middle East and Africa	24	5.3%
UK	17	3.7%
Others	15	3.3%
<b>Total</b>	<b>457</b>	<b>100%</b>

## Employee Turnover\* (%)



\* The data covers both voluntary and involuntary turnover of permanent employees of Sembcorp and its subsidiaries, excluding Sembcorp Marine

Employee turnover rate was stable, decreasing slightly from 11.4% in 2016 to 10.1% in 2017. The voluntary turnover rate was 8.4% in 2017.

## Employee Turnover by Gender

Gender	No. of employees	%
Male	320	78.2%
Female	89	21.8%
<b>Total</b>	<b>409</b>	<b>100%</b>

## Employee Turnover by Age Group

Age group	No. of employees	%
<30 years	89	21.8%
30-49 years	244	59.7%
>50 years	76	18.6%
<b>Total</b>	<b>409</b>	<b>100%</b>

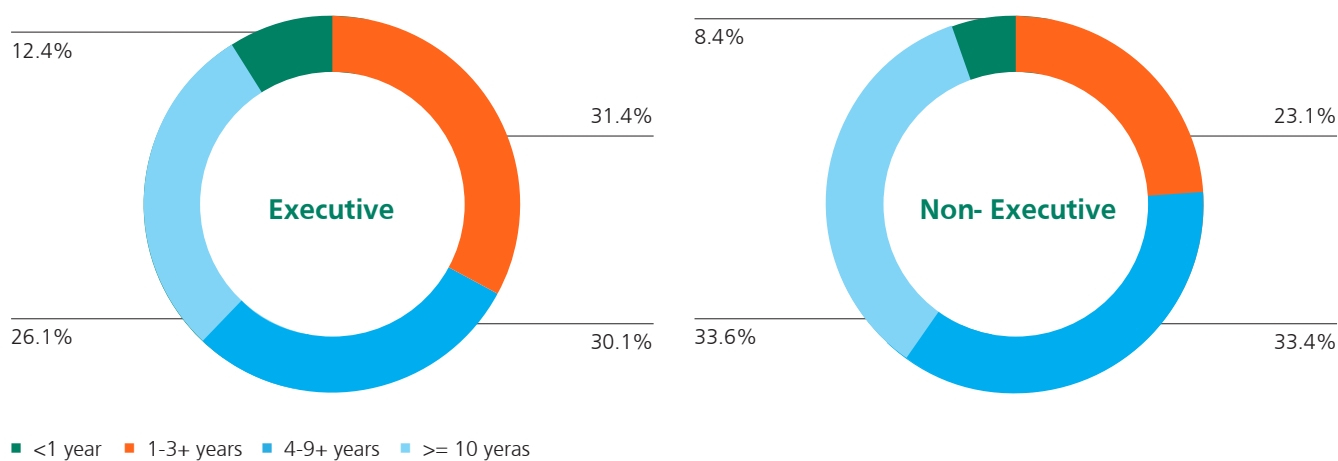
## Employee Turnover by Region

Region	No. of employees	%
Singapore	226	55.3%
China	96	23.5%
India	40	9.8%
Rest of Asia	0	0%
Middle East and Africa	19	4.6%
UK	11	2.7%
Others	17	4.2%
Total	409	100%

## SCI Sembcorp Indicator: Employee Distribution by Tenure

Tenure of existing employees, broken down by employee category

### Employee Distribution by Tenure (%)<sup>1</sup>

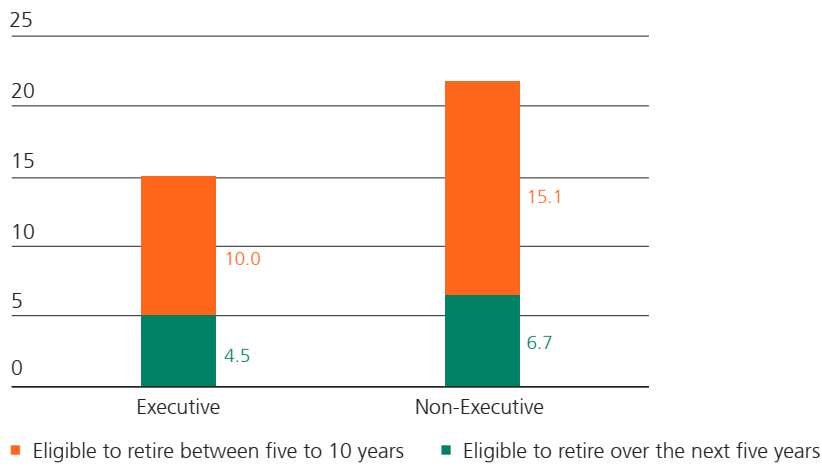


<sup>1</sup> Numbers do not add up to 100% due to rounding

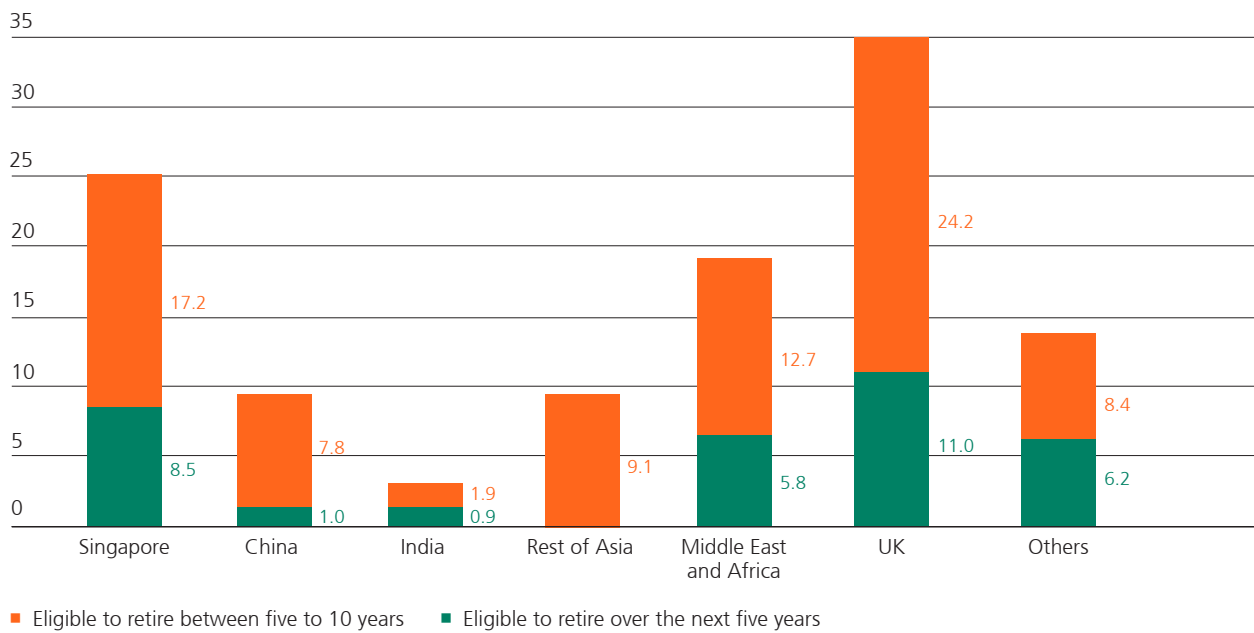
## EU15 Social, Labour Practices and Decent Work: Employment

Percentage of employees eligible to retire in the next five and 10 years broken down by job category and by region

### Employees Eligible to Retire<sup>1</sup> by Job Category (%)



### Employees Eligible to Retire<sup>1</sup> by Region (%)



<sup>1</sup> Retirement age is defined in accordance with Singapore's statutory retirement age as 62 years. The UK has no statutory retirement age

## GRI 402-1 Social: Labour / Management Relations

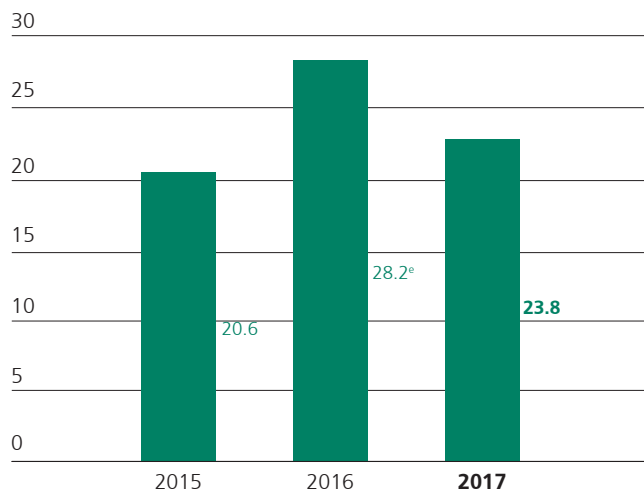
Minimum notice periods regarding operational changes

In countries where our operations are covered by collective agreements, we abide by the minimum notice period stated in the agreements or local labour laws. Notice period, and provisions for consultation and negotiation are specified in collective bargaining agreements or local labour laws.

## GRI 404-1 Social: Training and Education

Average hours of training per year per employee by gender, and by employee category

### Average Training Hours per Employee\*



\* Training data covers both permanent and contract employees of Sembcorp and its subsidiaries, excluding Sembcorp Marine. Other indicators in the People section relate to permanent employees of Sembcorp and its subsidiaries, excluding Sembcorp Marine

<sup>°</sup> Indicates training data is based on management's best estimates

The average number of training hours per employee was 23.8 hours in 2017, which represented a 16% decrease from 28.2 hours 2016. The relatively higher average training hours in 2016 was due to the roll-out of various one-time training programmes.



### Average Training Hours by Gender

Gender	No. of hours
Male	23.4
Female	25.2

### Average Training Hours by Employee Category

Employee category	No. of hours
Executive	25.5
Non-executive	22.3

### GRI 404-3 Social: Training and Education

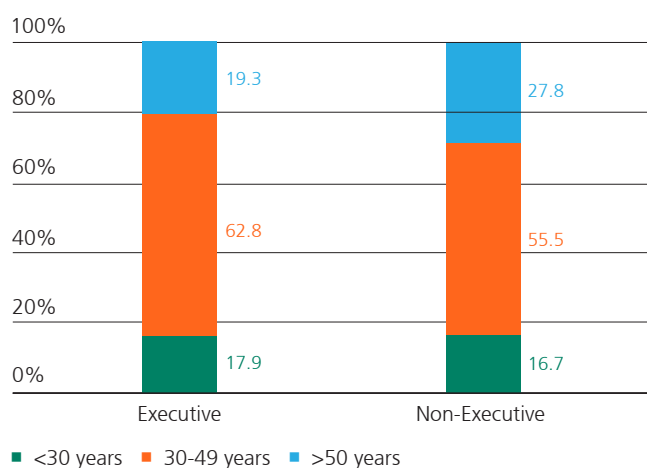
*Percentage of employees receiving regular performance and career development reviews*

Performance appraisals are done through informal feedback sessions and online systems where performance, expectations, training needs and targets are discussed and agreed upon by the employee and supervisor. As part of the performance appraisal, employees are assessed against Sembcorp's Core Competency Framework.

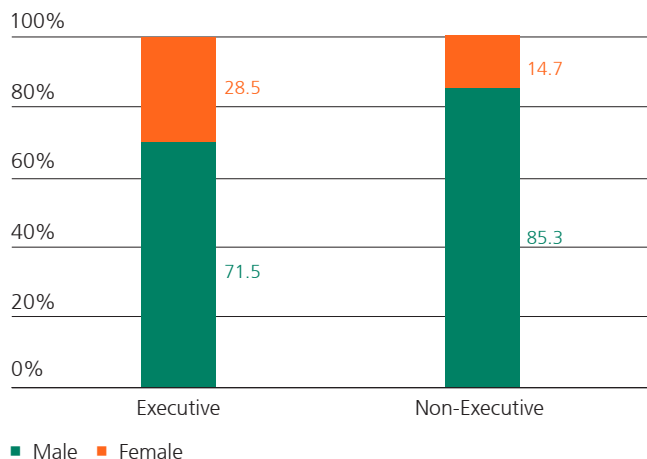
### GRI 405-1 Social: Diversity and Equal Opportunity

*Diversity of governance bodies and employees*

### Employee Distribution by Employee Category and Age Group (%)



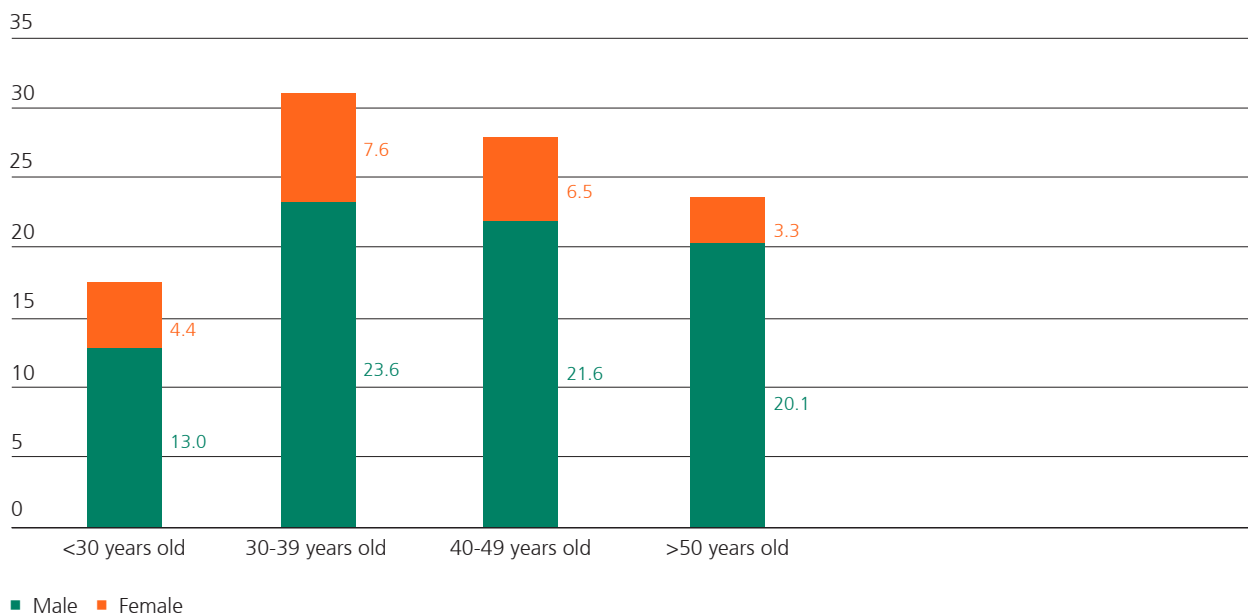
### Employee Distribution by Employee Category and Gender (%)



### SCI Semcorp Indicator: Diversity and Equal Opportunity

Breakdown of employees according to gender and age group

### Employee Distribution by Age Group and Gender (%)



The gender composition of our board of directors is 90% male and 10% female. The Nominating Committee of Semcorp's board of directors considers gender diversity as well as other diversity factors such as competencies in the selection of directors. For more information on Semcorp's board of directors, please refer to pages 70-74 of our Annual Report.

**GRI 406-1 Social: Non-discrimination**

*Incidents of discrimination and corrective actions taken*

No incidents were reported during reporting period.

**GRI 407-1 Social: Freedom of Association and Collective Bargaining**

*Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk*

No incidents were reported in our operations during reporting period where the right to exercise freedom of association and collective bargaining was violated or at significant risk. Data from suppliers is not available. We will review how we can collect and report on this meaningfully in the next reporting period.

**GRI 408-1 Social: Child Labour**

*Operations and suppliers at significant risk for incidents of child labour*

No incidents of child labour were reported in our operations during reporting period. Data from suppliers is not available. We will review how we can collect and report on this meaningfully in the next reporting period.

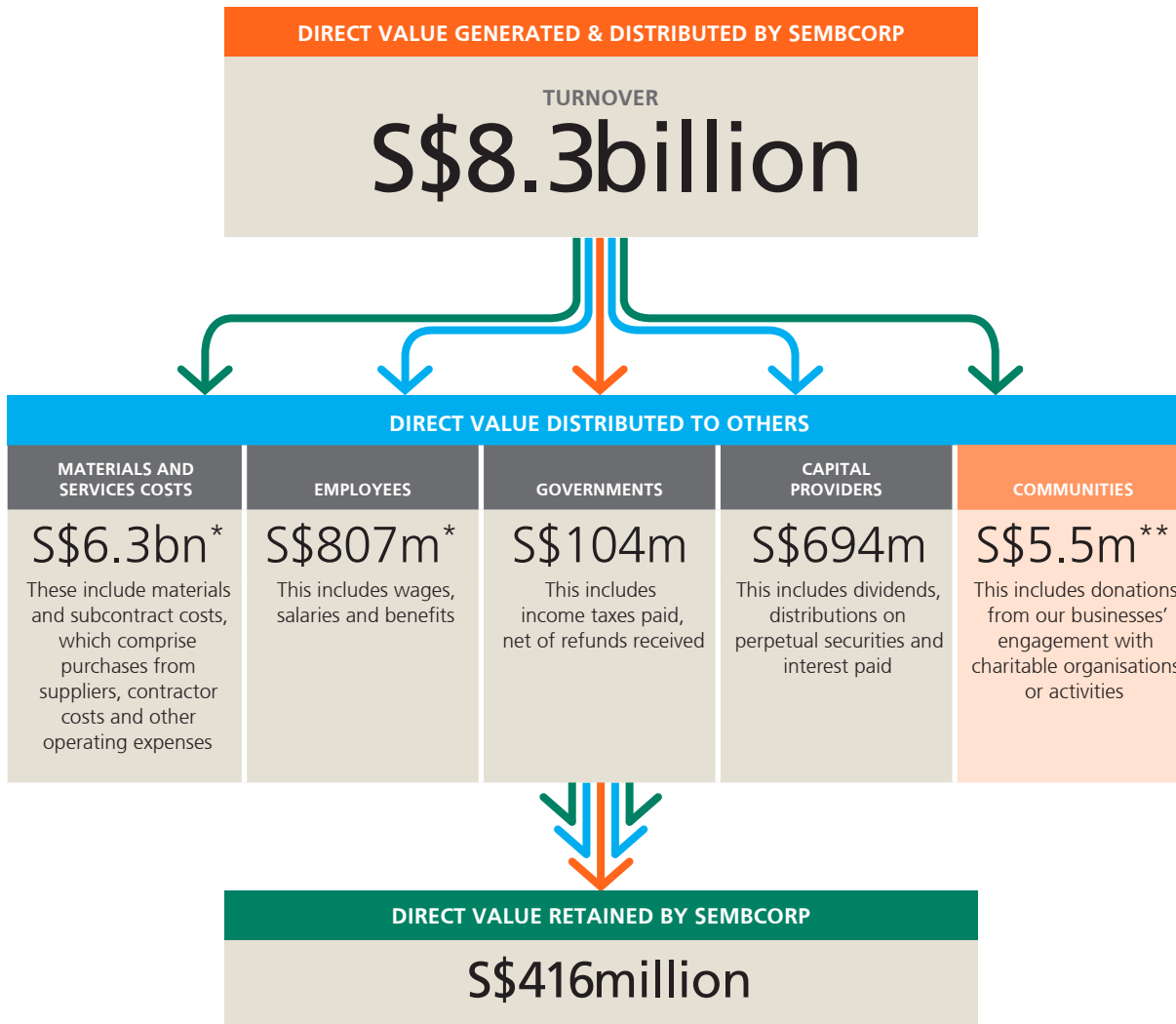
**GRI 409-1 Social: Forced or Compulsory Labour**

*Operations and suppliers at significant risk for incidents of forced or compulsory labour*

No incidents of forced or compulsory labour were reported in our operations during reporting period. Data from suppliers is not available. We will review how we can collect and report on this meaningfully.

**GRI 201-1 Economic: Economic Performance**

Direct economic value generated and distributed



\* On an accruals basis

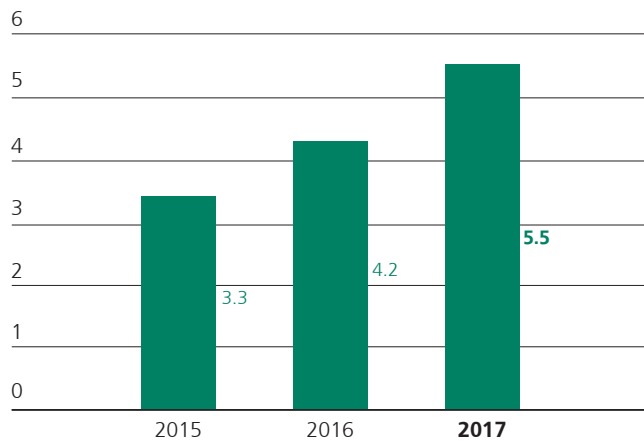
\*\* Figure presented separately for information. Covers data from Sembcorp Industries and its subsidiaries excluding Sembcorp Marine

## GRI 203-1 Economic: Indirect Economic Impacts

### Infrastructure investments and services supported

In 2017, we contributed close to S\$600,000 in infrastructure investments. The amount included project investments for our projects under development in Myanmar and Bangladesh, as well as contributions towards community infrastructure improvements in our operations in India. Our projects under development will increase electricity supply to the grid in Myingyan and Sriranjanj, and help stabilise electricity availability, which support the development of businesses as well as improvement in the standard of living.

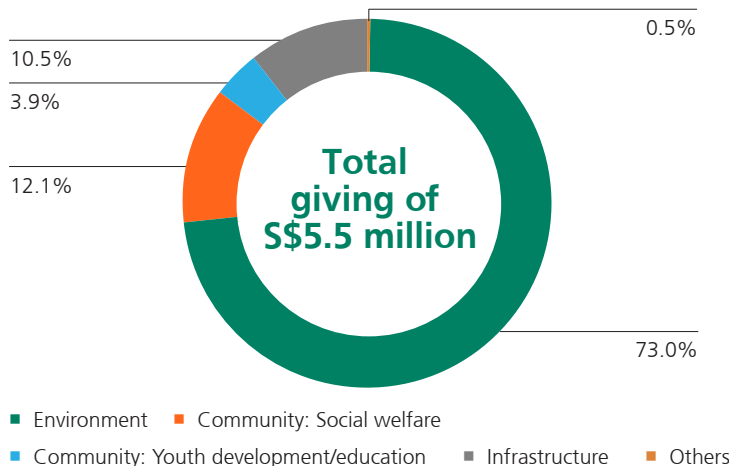
#### Community Contributions (S\$ million)



In 2017, Sembcorp contributed close to S\$5.5 million in cash and in kind to charities and community initiatives globally. Over S\$900,000 comprised mandatory contributions and close to S\$3,000 comprised leveraged contributions. These contributions supported programmes relating to providing potable water and infrastructure works, as well as youth development and job training. Total volunteer man-hours amounted to more than 19,000 hours, of which approximately 12% were spent outside of working hours due to event requirements.

*Breakdown based on the London Benchmarking Group model*

#### Community Contributions by Subject Focus (%)



Community Contributions by Contribution Motive (%)



**GRI 413-1 Social: Local Communities**

*Operations with local community engagement, impact assessments, and development programs*

62% of our operations had local community engagement and / or development programmes.

## GOING FORWARD

### Health and Safety

The two interlinked themes we will focus on in 2018 are adherence to the Sembcorp Global Standards, and behavioural safety. We will continue our pursuit of safety excellence with our 10 Elements for Good HSE as the cornerstone of our safety management system. Our operations reviews for our global sites will place increased emphasis on sites' adherence to our standards and process safety. Lastly, we will also focus on developing our security management programme.

### Our People

Change management will be an area of focus as Sembcorp embarks on organisational changes to support its strategic direction. We recognise that our employees will have to navigate changes on various fronts, hence managing any resulting impact on them will be our priority in the coming year. Our two-pronged approach will be to first ensure that employees with new roles receive adequate functional competency training for new requirements of the job. Second, we will work with newly formed departments and teams to cultivate mindsets and values that will contribute to the team and organisation's success.

We aim to roll out the SLP programme to our overseas operations. We will also bring the LMS to our UK operations as well as our design and construction operations.

### Community

Following the community needs assessments we have conducted in 2017 for our assets under construction in Myanmar and Bangladesh, we will set out to identify and implement community initiatives in line with stakeholder feedback. In Myanmar, we will be improving the infrastructure of educational institutions as well as installing water treatment systems to provide potable water to villages in the immediate vicinity of our site.

Our investment towards the enhancement of The Cool House at Singapore's National Orchid Garden is on track, and we look forward to the topping out of the new Sembcorp Cool House in 2018. The full enhancements are targeted to complete in 2019.

#### Health and Safety

To make health and safety management an integral part of everyday business and culture

#### Our People

To offer a compelling employment experience for our people to develop and excel

#### Community

To be a responsible business that makes a positive impact on our communities