

# SOCIAL

## OUR PERFORMANCE

### Health and Safety

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In line with our global footprint, we continued to focus on aligning our practices with international standards. Key initiatives include:

- Trade-based standards such as the Safe Lifting Operations and Working At Height standards were rolled out in 2018. We will implement a behaviour-based safety observation programme for all our operating assets by 2019
- Operations review activities were conducted at selected sites globally to assist sites in identifying areas for improvement, such as operational processes, and health and safety. The review exercise takes on a peer review approach, where each team conducting the operations review involves the participation of and feedback from other market functions. These collaborative efforts between our markets and Global Operations department aim to drive operational excellence by providing post-review support to the improvement efforts of each site
- An annual Global Operations and HSSE Workshop was last held in Singapore in April 2018. Critical control points for power assets were identified by representatives from all sites globally through a detailed process assessment exercise. These were then mapped to technical and HSSE standards, and, in response, site-specific standard operating procedures were developed to enhance risk management within our operations
- An injury case management programme was developed and piloted in Singapore. All injury cases are managed through a "Return To Work" programme, which encourages a positive safety culture by helping injured employees return to work quickly and supporting a culture of care in the company
- The launch of our Group Security Management System, which sets a framework for the implementation of security policies and application of consistent security standards across our markets. These security standards are presently being developed and formalised

Despite our best efforts, it is with deep regret that we report one fatality in 2018 due to a contractor accident at one of our sites in India. We are deeply saddened by this incident. A thorough review has been carried out, following from which additional safeguards have been implemented to minimise risks. We will strive to ensure that employees and contractors maintain safe work practices and also encourage other companies within our sphere of influence to do the same.

We closely monitor our safety statistics to ascertain the effectiveness of our initiatives. We believe that our efforts to improve our operations' and sites' abilities to identify and address unsafe conditions or actions have borne fruit. In 2018, we were encouraged by positive results in both our operating assets as well as projects under construction. We saw a more than 50% decrease in our lost time injury rate, and our accident severity rate has seen a consistent decrease in the past three years.

## People

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In 2018, a key enhancement of our approach to workforce management was the development and launch of the Sembcorp Mindset and Leadership Competencies. We also launched a new performance management system, LeAD, in our key markets of Singapore, India, China and the UK. There was 100% uptake of the system for the goal setting and performance review processes by over 3,500 staff in key markets within six months of its launch.

We continued with the Sembcorp Leaders' Programme (SLP), which has received consistently positive feedback. With the launch of the new Leadership Competencies, the SLP will be reviewed as part of the holistic Learning and Development framework to incorporate future skills needed to develop our employees and leaders.

## Community

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In line with our commitment to manage our impact on the community responsibly and better mitigate the environmental and social impacts of our businesses, key community investments and programmes are designed in consultation with local communities as guided by our CSR Framework. In 2018, we reviewed and enhanced our CSR Framework to develop a more strategic approach with our community investments. The updated framework will be launched and implemented in 2019. We also plan to grow the percentage of our operations with community investment programmes.

\* *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

95% of the workforce is represented in formal joint management-worker health and safety committees. Committees operate at the organisation and 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</sup>



Accident Severity Rate per Million Man-hours<sup>1,3</sup>



<sup>1</sup> Group Health and Safety Performance is reported and recorded in accordance with the reporting requirements defined in the Group HSE Health and Safety Performance Reporting Standards. The principles adopted in the Standards are consistent with the general principles of the Global Reporting Initiative (GRI) Standards, the International Oil and Gas Producers Association (IOGP) Reporting Standards, and the US National Institute for Occupational Safety and Health (NIOSH).

Occupational health and safety data covers employees and contractors in our operational assets. It excludes data from administrative offices and service companies.

First aid injuries are also excluded from the injury rates. All injuries incurred involved male employees and contractors

<sup>2</sup> Lost time injury rate is defined as the number of fatalities and lost work day cases per million man-hours worked

<sup>3</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 recorded as part of our occupational health and safety performance by business lines

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

	Group	Singapore	China	India	Middle East	UK & The Americas	Rest Of Asia
<b>Number of work-related injuries, by type</b>							
Fatalities	0	0	0	0	0	0	0
Lost work day cases <sup>2</sup>	18	9	3	0	0	6	0
Lost work days (excluding fatalities) <sup>2</sup>	366	107	143	0	0	116	0
Medical treatment cases	4	1	1	0	0	2	0
Restricted work cases	0	0	0	0	0	0	0
Occupational diseases	1	1	0	0	0	0	0
First aid cases	33	1	0	29	1	0	2
<b>Injury rate<sup>3</sup></b>							
Fatal accident rate <sup>4</sup>	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Lost time injury rate <sup>5</sup>	1.5	1.2	1.9	0.0	0.0	7.3	0.0
Accident severity rate (lost day rate) per million man-hours (excluding fatalities)	30.0	13.8	89.5	0.0	0.0	141.8	0.0
Total recordable injury rate per million man-hours <sup>6</sup>	1.8	1.3	2.5	0.0	0.0	9.8	0.0
Occupational disease rate per million man-hours	0.1	0.1	0.0	0.0	0.0	0.0	0.0
<b>Number of man-hours worked</b>	<b>12,208,823</b>	<b>7,769,687</b>	<b>1,598,204</b>	<b>1,230,207</b>	<b>438,246</b>	<b>818,007</b>	<b>354,472</b>

<sup>1</sup> Group Health and Safety Performance is reported and recorded in accordance with the reporting requirements defined in the Group HSE Health and Safety Performance Reporting Standards. The principles adopted in the Standards are consistent with the general principles of the GRI Standards, the IOGP Reporting Standards, and the NIOSH guidelines. Occupational health and safety data covers employees and contractors in our operational assets. It excludes data from administrative offices and service companies. All injuries incurred involved male employees and contractors

<sup>2</sup> Lost work day count begins the day after the onset of the accident. "Days" refers to calendar days

<sup>3</sup> First aid injuries are excluded from the injury rates

<sup>4</sup> Fatal Accident Rate is defined as the number of fatalities per 100 million man-hours worked

<sup>5</sup> Lost Time Injury Rate is defined as the number of fatalities and lost work day cases per million man-hours worked

<sup>6</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

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

	Group	Singapore	China	India	Middle East	UK & The Americas	Rest Of Asia
<b>Number of work-related injuries, by type</b>							
Fatalities	1	0	0	1	0	0	0
Lost work day cases <sup>2</sup>	7	7	0	0	0	0	0
Lost work days (excluding fatalities) <sup>2</sup>	113	113	0	0	0	0	0
Medical treatment cases	5	4	0	0	1	0	0
Restricted work cases	2	1	0	0	1	0	0
Occupational diseases	0	0	0	0	0	0	0
First aid cases	32	2	0	3	4	0	23
<b>Injury rate<sup>3</sup></b>							
Fatal accident rate <sup>4</sup>	2.9	0.0	0.0	13.6	0.0	0.0	0.0
Lost time injury rate <sup>5</sup>	0.2	0.5	0.0	0.1	0.0	0.0	0.0
Accident severity rate (lost day rate) per million man-hours (excluding fatalities)	3.2	8.0	0.0	0.0	0.0	0.0	0.0
Total recordable injury rate per million man-hours <sup>6</sup>	0.0	0.9	0.0	0.1	2.6	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>	35,071,960	14,113,392	6,374,071	7,359,466	764,585	511,088	5,949,358

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<sup>2</sup> Lost work day count begins the day after the onset of the accident. "Days" refers to calendar days

<sup>3</sup> First aid injuries are excluded from the injury rates

<sup>4</sup> Fatal Accident Rate is defined as the number of fatalities per 100 million man-hours worked

<sup>5</sup> Lost Time Injury Rate is defined as the number of fatalities and lost work day cases per million man-hours worked

<sup>6</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

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

<b>Fatalities</b>		<b>2018</b>	<b>2017</b>	<b>2016</b>
<b>Group</b>		<b>1</b>	<b>2</b>	<b>3</b>
Utilities:	Operating subsidiaries	<b>1</b>	1	0
	Assets under construction	<b>0</b>	0	2
	Solid waste management	<b>0</b>	0	0
Other Businesses:	Sembcorp Design and Construction	<b>0</b>	1	1
	Singapore Mint	<b>0</b>	0	0

## Lost Time Injury Rate per Million Man-Hours<sup>2</sup>

<b>Group</b>		<b>0.5</b>	<b>1.1</b>	<b>1.2</b>
Utilities:	Operating subsidiaries	<b>1.6</b>	0.6	0.9
	Assets under construction	<b>0.0</b>	0.2	1.2
	Solid waste management	<b>2.0</b>	7.5	4.1
Other Businesses:	Sembcorp Design and Construction	<b>0.5</b>	1.7	0.6
	Singapore Mint	<b>9.7</b>	0.0	0.0

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<sup>2</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>	1	1	0	0	0	0
Number of lost work day cases <sup>3</sup>	25	12	0	5	7	1
Number of lost work days (excluding fatalities) <sup>3</sup>	479	293	0	59	113	14
Lost time injury rate per million man hours (including fatalities) <sup>4</sup>	0.5	1.6	0.0	2.0	0.5	9.7
Accident severity rate per million man hours (excluding fatalities)	10.1	28.9	0.0	24.0	7.3	135.6
Accident severity rate per million man hours (including fatalities) <sup>5</sup>	137.0	390.7	0.0	24.0	7.3	135.6
Total recordable injury rate <sup>6</sup>	0.8	1.4	0.0	2.0	0.5	9.7
Number of medical treatment cases	9	9	0	0	0	0
Number of near miss cases	83	42	32	0	9	0
Number of dangerous occurrences	0	0	0	0	0	0
Number of occupational disease cases	1	0	0	0	0	0
Number of restricted work case	2	2	0	0	0	0
Number of man-hours worked (employees)	12,208,823	5,106,261	354,472	2,449,168	4,197,597	101,325
Number of man-hours worked (contractors)	35,071,960	12,109,546	11,699,588	11,501	11,249,369	1,956
Total	47,280,783	17,215,807	6,303,830	2,460,669	15,446,966	103,281

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- <sup>2</sup> Data covers employees and contractors
- <sup>3</sup> Lost work day count begins the day after the onset of the accident. "Days" refers to calendar days
- <sup>4</sup> Lost Time Injury Rate is defined as the number of fatalities and lost work day cases per million man-hours worked
- <sup>5</sup> We record lost time due to one fatality as 6,000 lost work days, as per NIOSH guidelines
- <sup>6</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

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*

92% 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 were no fatalities involving members of the public.

## Material Issue – People\*

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

Scale of organisation and information on employees and other workers

#### Total number of employees by employment contract, by gender

Employment Contract	Male	Female	Total
Permanent	3288	842	<b>4130</b>
Contract	706	47	<b>753</b>

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

Employment Type	Male	Female	Total
Full-time	3994	889	<b>4883</b>
Part-time	2	6	<b>8</b>

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

Region	Permanent	Contract	Total
Singapore	1654	699	<b>2353</b>
China	1007	19	<b>1026</b>
India	896	4	<b>900</b>
Rest of Asia	11	22	<b>33</b>
Middle East and Africa	123	1	<b>124</b>
UK	210	0	<b>210</b>
Others	229	8	<b>237</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 head count.

\* All indicators in the People section of this Commentary relate to permanent employees of Sembcorp and its subsidiaries, excluding Sembcorp Marine, unless otherwise stated

## **GRI 102-41** General: Stakeholder Engagement

### *Collective bargaining agreements*

In 2018, 43% of Sembcorp's permanent and contract employees were covered by collective bargaining agreements.

## **GRI 202-1** Economic: Market Presence<sup>1</sup>

### *Ratios of standard entry level wage by gender compared to local minimum wage*

<b>Singapore<sup>2</sup></b>	<b>Number of times standard entry level wage is greater than the local minimum wage</b>
Male	N.A.
Female	N.A.
<b>China</b>	
Male	1.6
Female	1.7
<b>India</b>	
Male	2.4
Female	4.0

<sup>1</sup> Data presented is from our key markets of Singapore, China and India. Key markets are considered significant locations of operations as defined by total assets, which determine human resource activities

<sup>2</sup> Singapore does not have a minimum wage

Local minimum wage is not differentiated by gender. Starting salaries of our contractors 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>**

<b>Location</b>	<b>%</b>
Singapore	60%
China	71%
India	78%

<sup>1</sup> Senior management is defined as employees in the senior management committee and specific employees with the highest responsibility roles

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

<sup>3</sup> Significant locations of operation is determined 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 14.9%.

#### New Hires by Gender

Gender	No. of employees	%
Male	469	76.4%
Female	145	23.6%
<b>Total</b>	<b>614</b>	<b>100%</b>

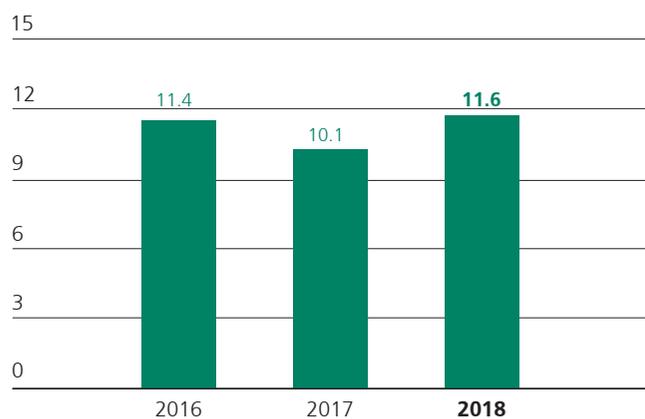
#### New Hires by Age Group

Age group	No. of employees	%
<30 years	256	41.7%
30-49 years	317	51.6%
≥50 years	41	6.7%
<b>Total</b>	<b>614</b>	<b>100%</b>

#### New Hires by Region

Region	No. of employees	%
Singapore	242	39.5%
China	229	37.4%
India	91	14.8%
Rest of Asia	1	0.2%
Middle East	1	0.2%
UK	43	7.0%
Others	7	1.1%
<b>Total</b>	<b>614</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, increasing slightly from 10.1% in 2017 to 11.6% in 2018. The voluntary turnover rate increased from 8.4% in 2017 to 9.3% in 2018. We recognise the potential impact that our transformation efforts may have on our employees, and remain committed to consistently engage our employees and equip them to cope with future changes as we continue to implement our new strategy.

## Employee Turnover by Gender

Gender	No. of employees	%
Male	368	76.7%
Female	112	23.3%
<b>Total</b>	<b>480</b>	<b>100%</b>

## Employee Turnover by Age Group

Age group	No. of employees	%
<30 years	129	26.9%
30-49 years	261	54.4%
≥50 years	90	18.8%
<b>Total</b>	<b>480</b>	<b>100%</b>

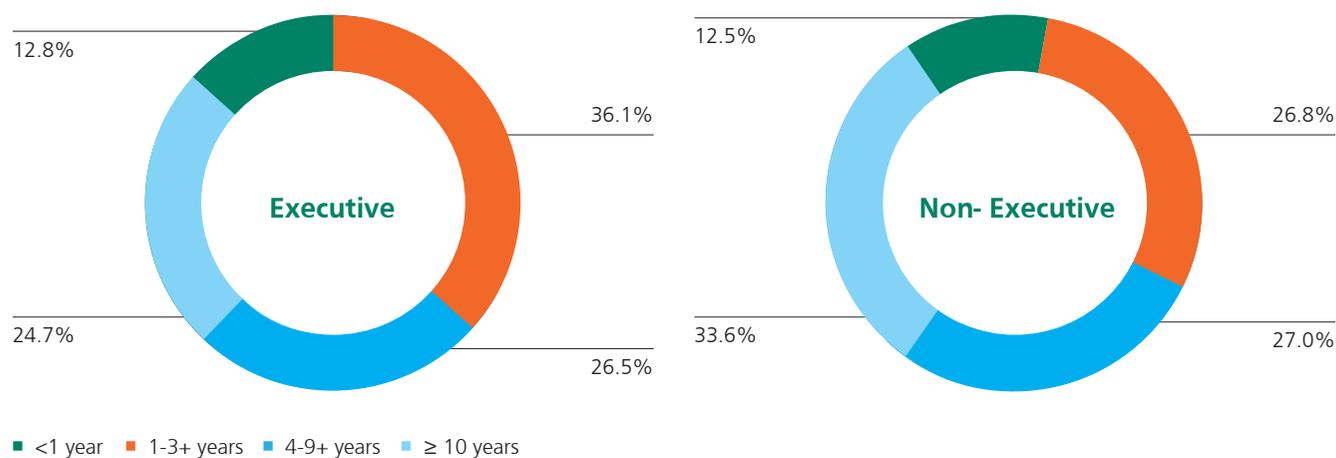
## Employee Turnover by Region

Region	No. of employees	%
Singapore	221	46.0%
China	152	31.7%
India	71	14.8%
Rest of Asia	16	3.3%
Middle East	3	0.6%
UK	15	3.1%
Others	2	0.4%
<b>Total</b>	<b>480</b>	<b>100%</b>

## SCI Semcorp Indicator: Employee Distribution by Tenure

Tenure of existing employees, broken down by employee category

### Employee Distribution by Tenure (%)



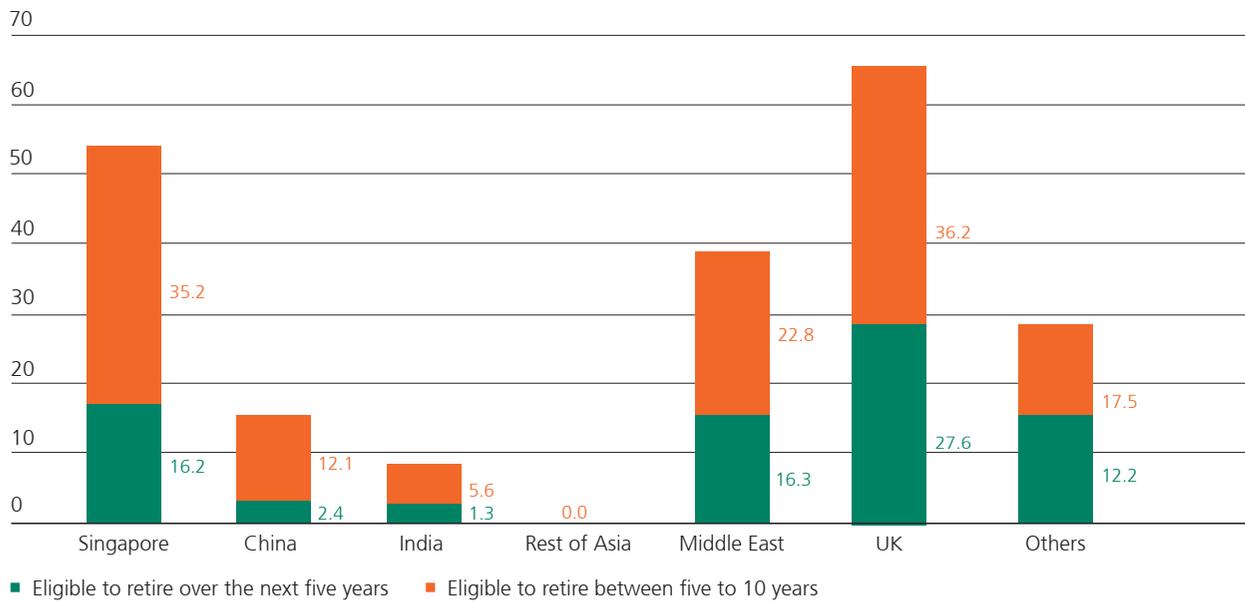
## EU15 Social, Labour Practices and Decent Work: Employment

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 Employee 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**

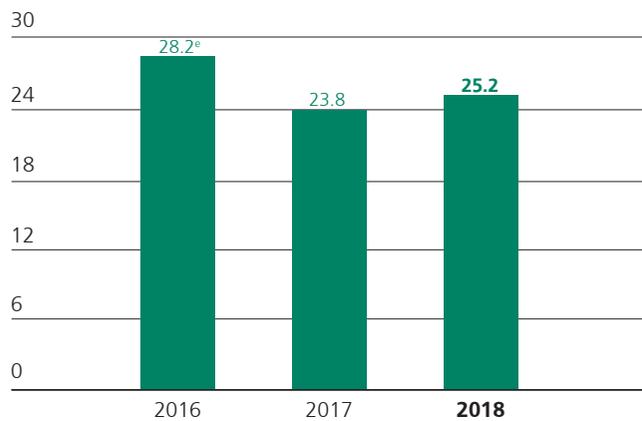
*Minimum notice periods regarding operational changes*

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

## **GRI 404-1 Social: Training and Education**

*Average hours of training per year per employee*

### **Average Training Hours per Employee**



<sup>e</sup> Indicates training data is based on management's best estimates; we have since further refined the accuracy and consistency of the data

The average number of training hours per employee was 25.2 hours in 2018, an increase from 23.8 hours in 2017. This increase reflects our efforts to build up our employees' capabilities to respond effectively to ongoing industry change and disruption.

### **Average Training Hours by Gender**

<b>Gender</b>	<b>No. of hours</b>
Male	24.9
Female	26.2

### **Average Training Hours by Employee Category**

<b>Employee category</b>	<b>No. of hours</b>
Executive	29.6
Non-executive	20.2

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

Percentage of employees receiving regular performance and career development reviews

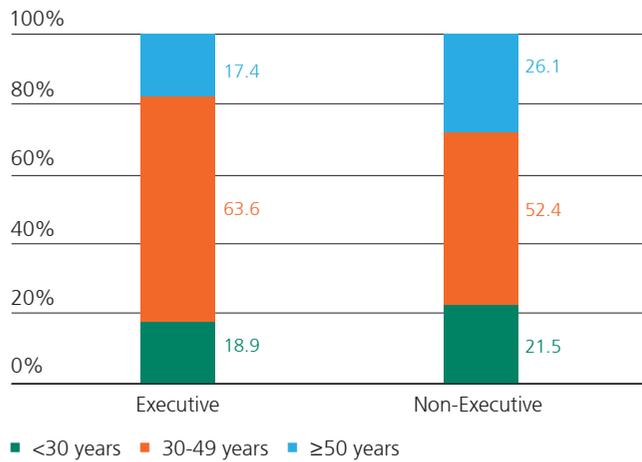
In 2018, we launched and rolled out an enhanced performance management system, LeAD (Lead, Appraise, Develop), in our key markets of Singapore, China and India. As part of the performance review, employees are assessed for the achievement of their work targets and how well they demonstrate the Sembcorp Leadership Competencies. 99.3% of all relevant staff\* received a performance review through our LeAD online system.

\* Staff from Singapore Mint and non-executives from Singapore Design and Construction received their performance review through a manual performance appraisal form

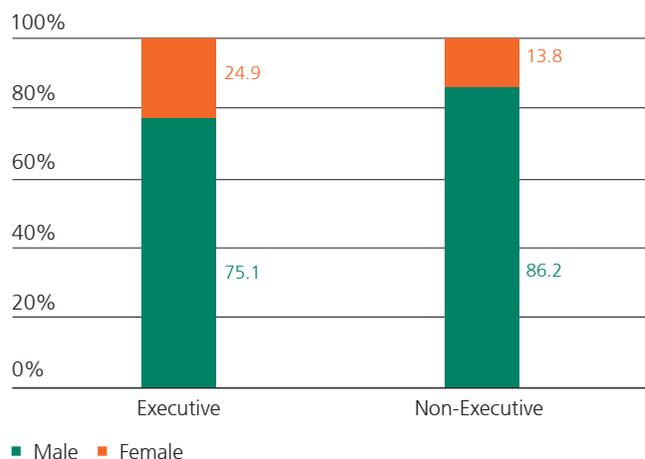
### GRI 405-1 Social: Diversity and Equal Opportunity

Diversity of governance bodies and employees

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



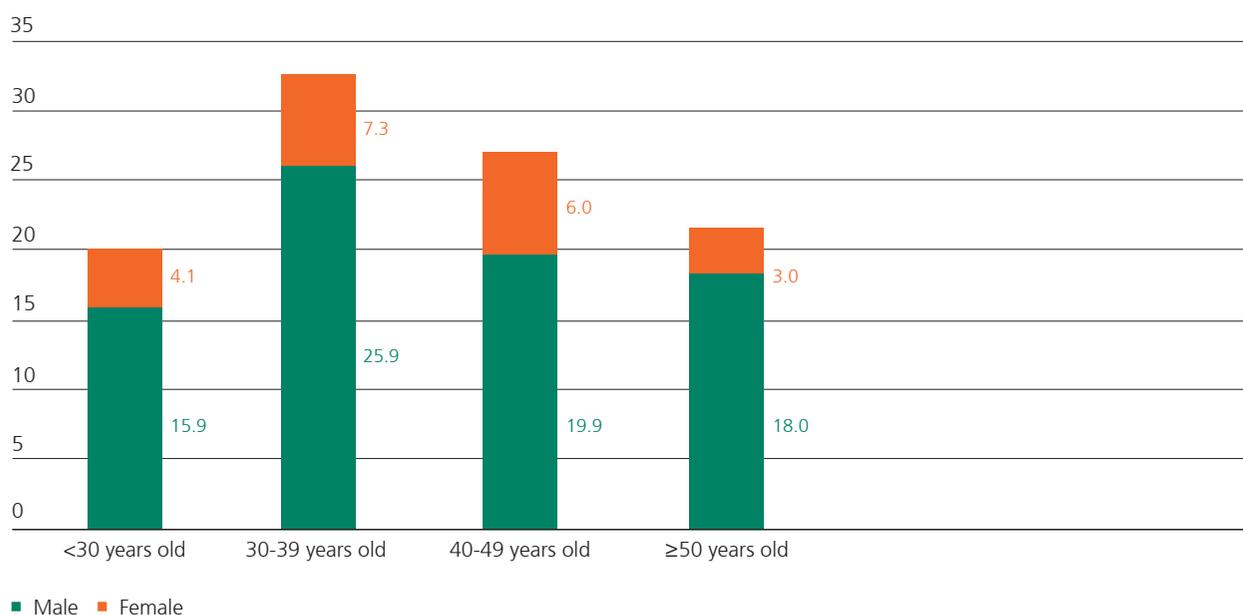
## Employee Distribution by Employee Category and Gender (%)



## 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 82% male and 18% 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 68-71 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 have reviewed and are in the process of implementing a system to collect data on our suppliers.

**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 the reporting period.

In 2018, we launched our Human Rights Policy which states our commitment to ensuring our operations are free from the exploitation of child labour. As part of the Human Rights Policy development, human rights risks across our operations and supply chain were assessed, and these risks will be reviewed regularly. Markets will also be assessed for policy compliance on a quarterly basis through a self-declaration form. All employees must meet the legal working age and eligibility requirements set by each jurisdiction where we operate. If child labour is found, we will work within the law and with relevant parties to determine the best remediation plans to avoid negative consequences for the children involved.

We also launched our Supplier Code of Conduct in the same year. Suppliers now have to commit to the Supplier Code which contains a clause on child labour. Data from suppliers is not available. We have reviewed and are in the process of implementing a system to collect data on our suppliers.

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

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

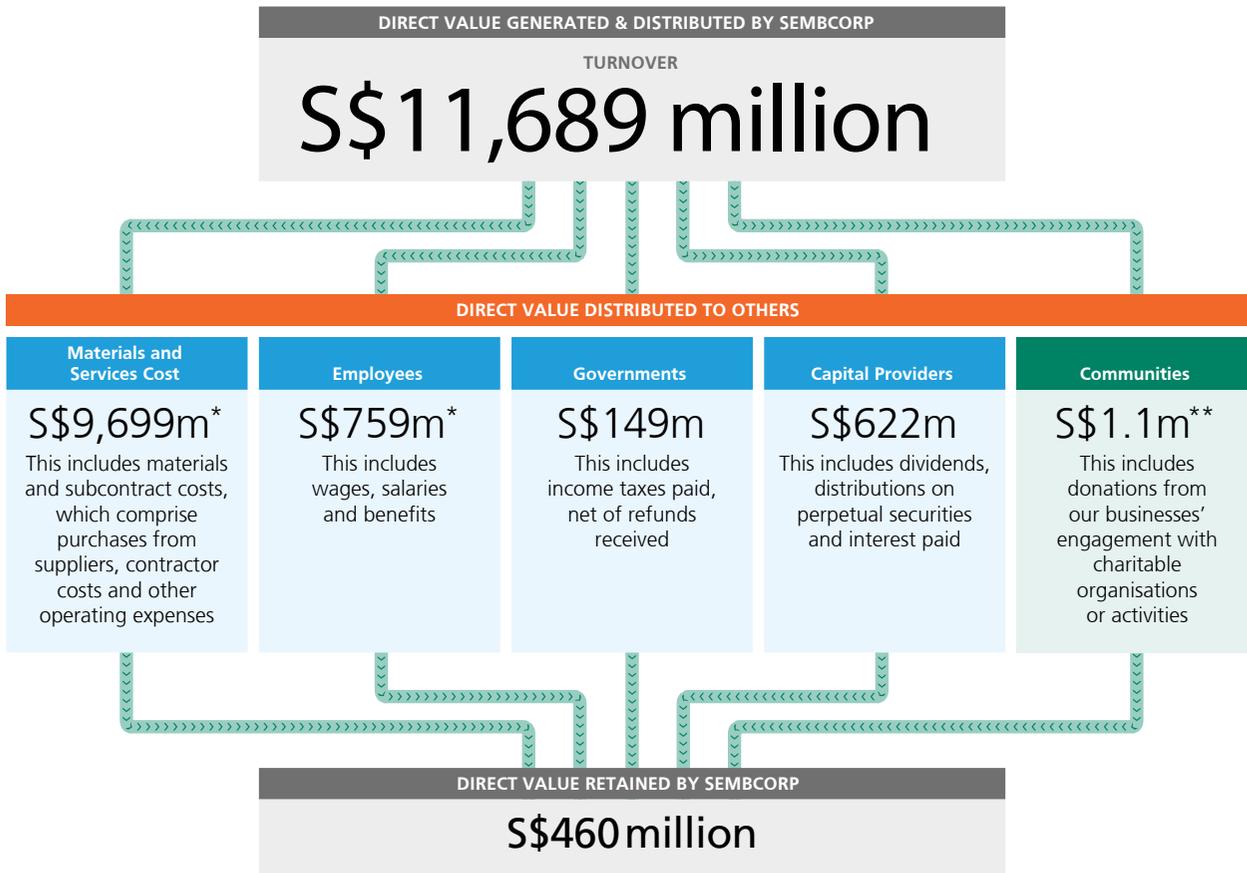
No incidents of forced or compulsory labour were reported in our operations during the reporting period.

In 2018, we launched our Human Rights Policy which states that we prohibit all forms of modern slavery in our operations, including forced and compulsory labour, bonded labour, and human trafficking. Our employment and procurement practices contribute to identifying, assessing and monitoring potential risk areas within our business and mitigate the risk of slavery and human trafficking occurring in our engagement of external contractors and suppliers.

We also launched our Supplier Code of Conduct in the same year. Suppliers now have to commit to the Supplier Code which contains a clause on modern slavery, which includes forced and compulsory labour. Data from suppliers is not available. We have reviewed and are in the process of implementing a system to collect data on our suppliers.

**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

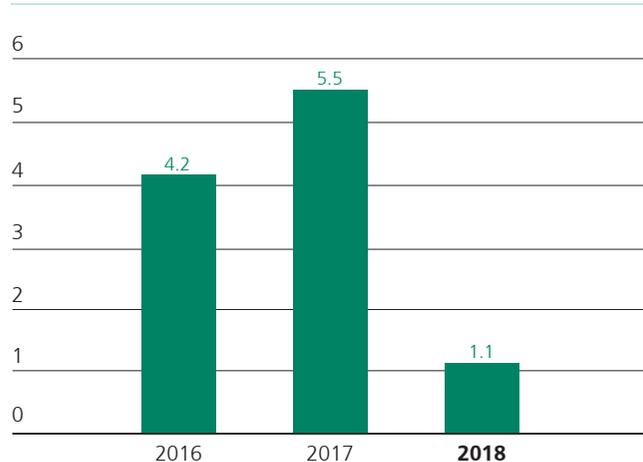
### Infrastructure investments and services supported

In 2018, we contributed close to S\$600,000 in pro bono infrastructure investments. The amount included contributions towards community infrastructure improvements in our operations in India and Myanmar.

As part of our commitment to SDG 6, one of our priority SDGs, we invested in programmes to secure access to safe drinking water for the communities living within the vicinity of our plants. In 2018, we installed 14 water treatment plants in Myanmar. To date, we have installed a total of 27 water treatment plants that benefit more than 68,000 people in over 50 villages in India and Myanmar .

Our community investments also impact the lives of the youth in these communities, and we have designed holistic education programmes that include not only the physical upgrading of school building infrastructure, but also awareness raising campaigns on issues such as personal healthcare and drug addiction. In 2018, we renovated over 35 schools and classrooms, benefitting more than 6,700 students in India and Myanmar.

### Community Contributions (S\$ million)

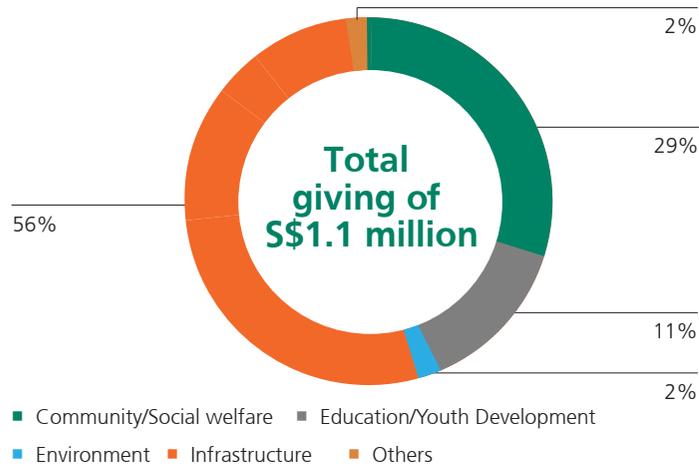


In 2018, Sembcorp contributed S\$1.1 million in cash and in-kind to charities and community initiatives globally. Over S\$470,000 comprised mandatory contributions and close to S\$15,000 were leveraged contributions. These contributions supported causes such as environmental and water conservation education, as well as youth development, apprenticeships and job training programmes. There was a decrease in our community investments as we paid out the final instalment of our investment in the enhancement of the Cool House at Singapore's National Orchid Garden in 2017.

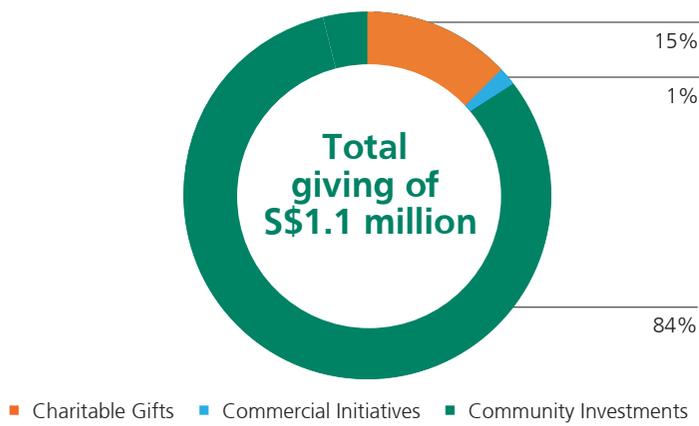
Total volunteer man-hours amounted to more than 4,000 hours, of which over 25% was spent outside of working hours due to event requirements.

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*

52% of our operations had local community engagement and / or development programmes.