

SOCIAL

ALL SOCIAL INDICATORS

Material Issue – Health and Safety

In line with our aim to be an organisation that puts safety first, we continued to implement training and tools that nurture a proactive health and safety culture:

- We began train-the-trainer sessions on our Behaviour-based Safety (BBS) programme that we rolled out to all our operating assets globally in 2018. To foster greater ownership of safety practices across the group, employees are encouraged to conduct regular BBS observations and record them in a web-based mobile application. By the end of 2019, we completed all train-the-trainer sessions
- We ran a campaign to promote the adoption for our 360 Safety Check, a 30-second visual self-check tool designed to help employees be more vigilant in their work environments. By applying this tool, workers are able to identify and correct risky behaviour or potential hazards in their workplaces. This in turn facilitates more prompt rectification of unsafe conditions, which contribute to a reduction of incident occurrences

* *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. In 2019, we revised our disclosures for Health and Safety to begin aligning with the updated GRI 403: Occupational Health and Safety 2018 Standard.*

GRI 403 Occupational Health and Safety

Disclosure 403-1: Occupational health and safety management system

The Group Health, Safety, Security and Environment (HSSE) management system details expectations and principles relating to different aspects and activities of stakeholders across the entire Group, including contractors, vendors and suppliers working within or at project sites outside our facilities. Our management approach and elements are in alignment with the relevant OHSAS and ISO Standards, ensuring that we comply with the legal requirements relating to HSSE in all respective jurisdictions of our operations. In addition, the framework is supported by Sembcorp's 10 Elements for HSSE Excellence.

GRI 403 Occupational Health and Safety

Disclosure 403-2: Hazard identification, risk assessment, and incident investigation

Assurance

Our Group HSSE assurance is aligned with the Integrated Assurance Framework (IAF). The IAF adopts a three lines of defence (LOD) approach that sets in place a robust accountability system to enable effective controls for identified risks and to promote continual improvement.

- First LOD – regular site-level HSSE inspections and evaluation of HSSE control effectiveness are conducted at all plants and sites as part of our assurance regime.
- Second LOD – on-site operations reviews conducted by subject matter experts from other markets and the Global Operations department evaluate the efficacy of plants' or sites' HSSE controls. To promote the systematic and timely conduct of assurance exercises at our facilities, a validation and verification schedule is formulated on an annual basis using an internal risk-based assessment to ensure that the assurance exercise will focus on higher risk areas. Priority is given to plants or sites with higher risk ratings. Findings of the exercise then form the basis of recommended improvement plans at each site.
- Third LOD – the integrated audit provides independent assurance to ensure compliance with our operating standards.

Hazard Identification and Risk Assessment

To ensure that major HSSE risks are reduced to as low as reasonably practicable, our Group HSSE management system ensures processes for hazard identification and risk assessment are in place. Our methodology involves regular reviews of risk assessments and related procedures at the plant level to ensure that control measures stay relevant to our operations. Appropriate levels of management and relevant operational subject matter experts perform regular reviews of critical activities to ensure robust risk management. Such reviews also take into consideration the root causes identified through investigations following an incident, as well as observations from internal and external safety assurance reviews.

Regular operations reviews are conducted to help sites identify areas for improvement including operational and health and safety processes. The exercises may involve peer reviews with participation and feedback from other market functions. These collaborative efforts aim to foster operational excellence across the Group and markets by providing post-review support to the improvement efforts of each site.

Incident Investigation and Reporting

Our Group HSSE Policy sets out our commitment to maintaining a safe and healthy workplace for the benefit of all employees and visitors to our offices and facilities. In addition to hazard identification and risk assessment, we have robust reporting systems outlined in our Group HSSE incident reporting and investigation protocol that help us make good on this commitment. All HSSE incidents and near misses related to our activities are classified, reported and thoroughly investigated. We apply the Fish Bone and the Five Whys methodologies to ensure that root causes are accurately identified and addressed. Our Group HSSE incident reporting and investigation protocol sets out the requirements based on the severity of an incident and level of investigation required, after which the appropriate corrective actions or preventive measures are taken and tracked to prevent recurrence.

These processes are complemented by our Behavioural-based Safety (BBS) observation programme, which aims to improve the observation skills of our workforce to identify unsafe behaviours in the workplace and encourage greater individual ownership of workplace safety. BBS observations are recorded through a web-based mobile application, and classified according to the different categories of unsafe acts or conditions. Recorded data is analysed monthly to identify the top three unsafe acts or conditions and recommended preventive measures are then implemented and tracked, in an iterative approach to improving health and safety.

To further encourage a ground up approach to safety, we have in place our Code of Conduct and Whistle-blowing Policy to empower our workforce. For example, employees have the right to say no to working in an unsafe or risky environment which may jeopardise themselves or visitors. We also provide relevant avenues for employees and contractors to report all HSSE incidents and non-conformance, without fear of reprisal or retaliation.

GRI 403 Occupational Health and Safety

Disclosure 403-3: Occupational health services

Occupational health management is integrated into our Group HSSE management system, and covers work-related health exposures, such as exposure to noise pollution, hazardous substances and poor indoor air quality such as dusty conditions. Safe work procedures are also developed to safeguard the worker against any exposures arising from work-related activities. Occupational health surveillance is provided in accordance with local HSSE regulations for affected employees with potential exposure to occupational hazards, to identify and mitigate potentially adverse health effects. For example in Singapore, work-related noise-induced deafness is diagnosed and certified by specialist doctors appointed by local regulatory authorities. Additionally, Group Human Resources & Organisation Development in Singapore also facilitates employees' access to occupational health service providers by either arranging for appointments to visit appointed health services providers, or bringing specialist doctors on-site to conduct specific health assessments such as hearing tests.

GRI 403 Occupational Health and Safety

Disclosure 403-4: Worker participation, consultation, and communication on occupational health and safety

We recognise that a successful safety culture must be underpinned by open and transparent communication. To facilitate an effective governance structure and two-way communication within our facilities, HSSE committees have been set up at every plant or project site. Chaired by the plant manager or project manager, these committees comprise representatives from management, various functions and professional groups. The committee meets at least once a month to review safety initiatives, hazards identified and related mitigation measures, lessons learned from incidents, feedback from the workforce and share best practices. Our contractors are invited to the committee meeting when needed. Additionally, a similar HSSE committee is also established for engagement and consultation with our contractors.

GRI 403 Occupational Health and Safety

Disclosure 403-5: Worker training on occupational health and safety

Equipping our people with relevant HSSE and technical capabilities ensures the presence of competent HSSE practitioners and line managers across our operations. Training plans are tailored according to the particular operation or site's risk profile and local conditions. Examples of operations-specific training include defensive driving at our solid waste management unit as well as project commissioning and construction orientation for project development teams. An annual global HSSE workshop also provides a platform for learning as well as the sharing of corporate initiatives and best practices by different operations.

EU18 Social, Labour Practices and Decent Work: Employment

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

100% of contractors and subcontractors received relevant health and safety training designed for their scope of work.

GRI 403 Occupational Health and Safety

Disclosure 403-6: Promotion of worker health

We provide Group Term Life and Group Personal Accident coverage in all our key markets. Besides mandatory medical screenings for employees potentially exposed to occupational health hazards, voluntary annual health screenings are available free of charge to all employees in most markets. Around the world, we also have employee-led committees who organise a range of recreational activities as well as nutrition and stress management programmes to support employees' physical and mental well-being.

GRI 403 Occupational Health and Safety

Disclosure 403-7: Prevention and mitigation of occupational health and safety impacts directly linked by business relationships

The table below summarises the potential hazards including hazards that pose a risk of high-consequence injuries, risks as well as health and safety impacts to our employees, contractors and the community, that are associated with our operations.

Asset Life Cycle Phase	Occupational Health and Safety Risks / Hazards	Corresponding Mitigation Measures
Assets in Operation	<p><u>Physical</u></p> <ul style="list-style-type: none"> • Fires or explosions • Excessive noise at certain work areas • Ergonomic hazards from manual handling • Working at height • Working in confined spaces <p><u>Mechanical</u></p> <ul style="list-style-type: none"> • Working with machinery that has moving and / or rotating parts <p><u>Electrical</u></p> <ul style="list-style-type: none"> • Exposure to voltage, current, static charge, magnetic fields <p><u>Chemical</u></p> <ul style="list-style-type: none"> • Exposure to flammable, toxic, corrosive and reactive materials <p><u>Psychological</u></p> <ul style="list-style-type: none"> • Stress • Fatigue 	<ul style="list-style-type: none"> • Implementation of a mandatory Hazards Identification and Risk Management (HIRM) process, which provides a structured approach to identifying and evaluating HSE risks and hazards arising from our activities. This in turn informs decisions to be taken to eliminate or minimise any risk of harm • Stringent inspection and checks on the execution of critical activities to ensure conformance to safety requirements at site, such as Permit to Work requirements • Training to ensure a properly equipped and competent workforce • Qualification and selection of competent contractors; • Health surveillance check-up for workers based on specific exposures • Behavioural-based observations recorded by the workforce
Assets in Project Phase and / or Construction Activities	<p><u>Physical</u></p> <ul style="list-style-type: none"> • Fires or explosions • Excessive noise at certain work areas • Ergonomic hazards from manual handling • Working at height • Working in confined spaces <p><u>Mechanical</u></p> <ul style="list-style-type: none"> • Working with machinery that have moving and rotating parts <p><u>Chemical</u></p> <ul style="list-style-type: none"> • Exposure to asbestos containing materials, lead paints, chemical products, fumes, dusts and gases <p><u>Biological</u></p> <ul style="list-style-type: none"> • Risk of malaria • Exposure to Legionella bacteria from contaminated water on construction sites, which may lead to infection <p><u>Psychological</u></p> <ul style="list-style-type: none"> • Stress • Fatigue 	<ul style="list-style-type: none"> • Implementation of mandatory Project HSE Plan requirements, which facilitates compliance of projects with the Group HSE management system and associated policies, and meet customer requirements and stakeholder expectations • Implementation of a mandatory HIRM process, which provides a structured approach to identifying and evaluating HSE risks and hazards arising from our activities. This in turn informs decisions to be taken to eliminate or minimise any risk of harm

GRI 403 Occupational Health and Safety

Disclosure 403-8: Workers covered by an occupational health and safety management system

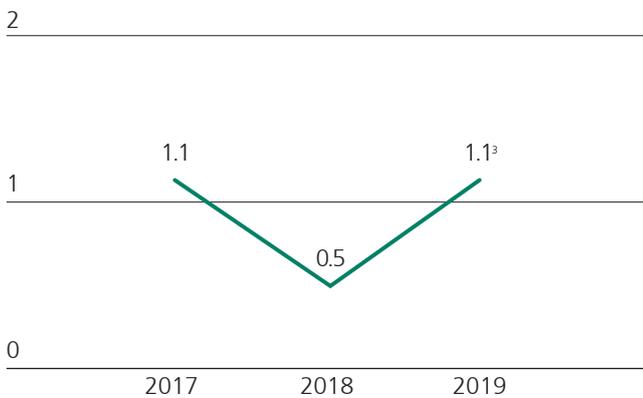
100% of our employees are covered by our Group HSSE management system. We expect our contractors, vendors and suppliers working within or at project sites outside our facilities to demonstrate conformance to our Group HSSE management system.

The conformance to and implementation of our Group HSSE Management System is internally audited by an internal assurance process, and also accredited with the relevant OHSAS and ISO Standards.

GRI 403 Occupational Health and Safety

Disclosures 403-9 and 403-10: Work-related injuries and Work-related ill health

Lost Time Injury Rate (number per million man-hours)^{1,2}



Accident Severity Rate (number per million man-hours)^{1,4}



¹ Group Health and Safety Performance is reported and recorded in accordance with the reporting requirements defined in the Group HSSE 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 Association of Oil and Gas Producers (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 and Energy assets under construction. It includes data from administrative offices and service companies, with the exception of our corporate headquarters. All injuries involved male employees and contractors

² Lost time injury rate is defined as the number of fatalities and lost work day cases per million man-hours worked. It includes high-consequence work-related injuries, which refer to injuries that result in permanent disability and / or injuries that require long term follow up such as physiotherapy treatment and where the individual is not expected to recover fully to pre-injury health status within six months

³ Data for Semcorp Design and Construction (SDC) is excluded as it was divested in December 2019. In 2019, SDC had 13 cases of lost time injuries

⁴ Accident severity rate is defined as the number of lost work days per million man-hours worked. We record lost time due to one fatality as 6,000 lost work days, in line with US NIOSH guidelines

⁵ Accident severity rate has been revised to include fatalities

Types of Injury and Injury Rate by Region (Employees)¹

	Group	Singapore	China	India	UK	Rest Of Asia	Middle East	Others
Number of work-related injuries, by type								
Fatalities	0	0	0	0	0	0	0	0
Lost work day cases ²	18	5	2	0	4	0	0	7
Medical treatment cases	9	1	1	0	4	1	0	2
Restricted work cases	0	0	0	0	0	0	0	0
Occupational diseases	2	2	0	0	0	0	0	0
First aid cases	17	1	1	4	6	0	2	3
Injury rate³								
Fatal accident rate ⁴	0	0	0	0	0	0	0	0
Lost time injury rate ⁵	2.0	1.4	1.2	0.0	6.3	0.0	0.0	12.7
Accident severity rate ⁶	22.3	10.0	21.3	0.0	40.7	0.0	0.0	190.2
Total recordable injury rate ⁷	3.0	1.7	1.7	0.0	12.5	2.1	0.0	16.3
Occupational disease rate per million man-hours	0.2	0.6	0.0	0.0	0.0	0.0	0.0	0.0
Number of man-hours worked	9,112,288	3,500,571	1,737,649	1,724,493	639,430	484,592	473,383	552,170

¹ Group Health and Safety Performance is reported and recorded in accordance with the reporting requirements defined in the Group HSSE 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 US NIOSH guidelines. It includes data from administrative offices and service companies, with the exception of our corporate headquarters. All injuries incurred involved male employees and contractors

² Lost work day count begins the day after the onset of the accident. "Days" refers to calendar days. It includes high-consequence work-related injuries, which refer to injuries that result in permanent disability and / or injuries that require long term follow up such as physiotherapy treatment and where the individual is not expected to recover fully to pre-injury health status within six months. In 2019, we report zero high-consequence work-related injuries involving employees

³ First aid injuries are excluded from the injury rates

⁴ Fatal accident rate is defined as the number of fatalities per 100 million man-hours worked

⁵ Lost time injury rate is defined as the number of fatalities and lost work day cases per million man-hours worked. It includes high-consequence work-related injuries

⁶ Accident severity rate is defined as the number of lost work days per million man-hours worked. We record lost time due to one fatality as 6,000 lost work days, in line with US NIOSH guidelines

⁷ 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)¹

	Group	Singapore	China	India	UK	Rest Of Asia	Middle East	Others
Number of work-related injuries, by type								
Fatalities	2	0	0	2	0	0	0	0
Lost work day cases ²	8	5	0	1	2	0	0	0
Medical treatment cases	3	0	0	1	1	0	1	0
Restricted work cases	1	0	0	0	1	0	0	0
Occupational diseases	0	0	0	0	0	0	0	0
First aid cases	44	1	0	32	6	3	2	0
Injury rate³								
Fatal accident rate ⁴	0.1	0.0	0.0	0.2	0.0	0.0	0.0	0.0
Lost time injury rate ⁵	0.6	1.5	0.0	0.3	4.8	0.0	0.0	0.0
Accident severity rate ⁶	715.0	7.1	0.0	1,268.2	48.1	0.0	0.0	0.0
Total recordable injury rate ⁷	0.8	1.5	0.0	0.4	9.6	0.0	1.0	0.0
Occupational disease rate per million man-hours	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Number of man-hours worked	16,987,939	3,251,683	696,912	9,543,097	415,896	1,966,520	993,884	119,947

¹ 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 US NIOSH guidelines. It includes data from administrative offices and service companies, with the exception of our corporate headquarters. All injuries incurred involved male employees and contractors

² Lost work day count begins the day after the onset of the accident. "Days" refers to calendar days. It includes high-consequence work-related injuries, which refer to injuries that result in permanent disability and / or injuries that require long term follow up such as physiotherapy treatment and where the individual is not expected to recover fully to pre-injury health status within six months. In 2019, we report one high-consequence event which resulted in the permanent disability of a contractor

³ First aid injuries are excluded from the injury rates

⁴ Fatal accident rate is defined as the number of fatalities per 100 million man-hours worked. It includes high-consequence work-related injuries

⁵ Lost time injury rate is defined as the number of fatalities and lost work day cases per million man-hours worked

⁶ Accident severity rate is defined as the number of lost work days per million man-hours worked. We record lost time due to one fatality as 6,000 lost work days, in line with US NIOSH guidelines

⁷ 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

With great regret, we report that in 2019 there were two fatalities involving contractors in India.

We also report that in 2019, there was a high-consequence work-related injury involving a contractor in India who suffered the permanent loss of eye sight in his left eye as a result of improper handling of hazardous chemicals. Preventive actions were taken, including reinforcing existing controls through conducting a Control of Substances Hazardous to Health assessment for all hazardous substances. These include controls for internal movement, use, storage and disposal of hazardous substances. Periodic compliance audits on the standard operating procedure (SOP) for handling of hazardous substances were also put in place. All employees and contractors involved in the supply, storage, use and disposal of hazardous substances were re-trained on the relevant SOPs and strict compliance to the mandatory use of eye protection at work while handling hazardous substances was enforced.

We are deeply saddened by these incidents. Thorough investigations have been carried out, following which preventive measures have been implemented to prevent recurrence. We are working closely with our stakeholders to further improve safety and prevent injuries.

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*

In line with our aim to create a purpose-driven, values-based and performance-led culture, we continued to implement initiatives to provide an environment where our people can grow and excel:

- In 2019, nine new leadership development programmes were introduced and included priority learning areas following recommendations from a 2018 review of our training curriculum, such as effective communication skills
- In Singapore, we piloted courses in the Sembcorp technical leadership academy, an internal training arm that aims to equip technical workers with relevant functional skills
- To equip our senior leaders with skills needed to operate in an increasingly complex global environment, we also piloted courses on an e-platform in partnership with top business schools such as Yale and University of California Berkeley to provide our senior leadership with convenient access to executive education
- We brought together 100 global seniors leaders at our inaugural three-day Global Leadership Conference. The conference gave participants an opportunity to co-create and develop solutions to further business objectives in line with the Group's strategic direction
- We extended the roll out of LeAD to other markets. The system provides a more holistic approach to performance and development, laying a stronger foundation for us to manage talent development across the Group
- In 2019, we conducted an employee benefits review in our key markets. Recommendations from survey findings, together with benchmarking against industry peers, will be implemented in phases. For example in Singapore, we introduced an increase in paid time-off. The changes were applicable to all executive staff and took effect on January 1, 2020. A more formal flexible benefits programme will be implemented later in 2020

* 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 Organisational Profile

Disclosures 102-7 and 102-8: 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	3373	841	4214
Contract	377	51	428

Total Number of Employees by Employment Type, by Gender

Employment Type	Male	Female	Total
Full-time	3750	892	4642
Part-time	0	5	5

Total Number of Employees by Employment Contract, by Region

Region	Permanent	Contract	Total
Singapore	1474	379	1853
China	954	15	969
India	874	3	877
UK	345	6	351
Rest of Asia	144	24	168
Middle East	214	1	215
Others	209	0	209

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.

GRI 102 Stakeholder Engagement

Disclosure 102-41: Collective bargaining agreements

In 2019, 25% of Sembcorp's permanent and contract employees were covered by collective bargaining agreements.

All our employees are entitled to practise freedom of association and are covered by collective bargaining agreements, within the regulatory boundaries of each jurisdiction. In countries where our operations are covered by collective agreements, we abide by the terms stated in these agreements, including those relating to minimum notice periods. Procedures for grievance handling are also specified in the agreements. Where collective agreements do not exist, we abide by the terms stated in employment contracts.

GRI 202 Market Presence¹

Disclosure 202-1: Ratios of standard entry level wage by gender compared to local minimum wage

Singapore²	Number of Times Standard Entry Level Wage is Greater Than the Local Minimum Wage
Male	N.A.
Female	N.A.
China	
Male	2.4
Female	2.1
India	
Male	2.6
Female	4.6
United Kingdom	
Male	1.0
Female	1.0

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

² Singapore does not have a minimum wage

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

GRI 202 Market Presence

Disclosure 202-2: Proportion of senior management hired from the local community

Proportion of senior management¹ hired from local² community at significant locations of operation³

Location	%
Singapore	46.7
China	64.7
India	87.5
United Kingdom	80.0

¹ Senior management is defined as employees in the senior leadership council and specific employees with the highest responsibility roles

² Local is defined as citizens and permanent residents of said country

³ Significant locations of operation is determined by total assets, which determine volume of human resource activities

GRI 401 Employment

Disclosure 401-1: New employee hires and employee turnover

The total rate of new employee hires is 19.4%.

Number and Rate of New Hires by Gender

Gender	Number of employees	Rate (%)
Male	606	14.4
Female	210	5.0
Total	816	19.4

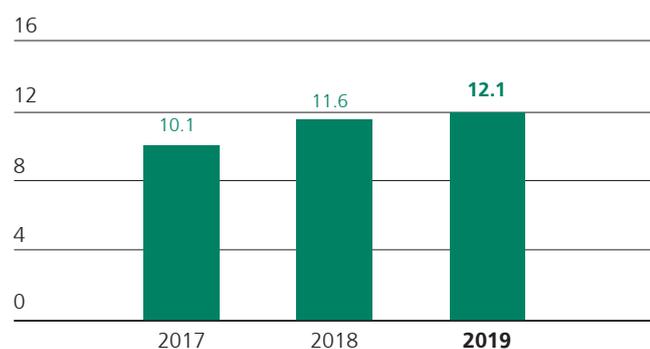
Number and Rate of New Hires by Age Group

Age group	Number of employees	Rate (%)
<30 years	273	6.5
30-49 years	448	10.6
≥50 years	95	2.3
Total	816	19.4

Number and Rate of New Hires by Region

Region	Number of employees	Rate (%)
Singapore	322	7.6
China	149	3.5
India	62	1.5
UK	219	5.2
Rest of Asia	24	0.6
Middle East	11	0.3
Others	29	0.7
Total	816	19.4

Employee Turnover¹ (%)



¹ 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 11.6% in 2018 to 12.1% in 2019. The voluntary turnover rate increased from 9.3% in 2018 to 10.1% in 2019. We recognise the potential impact that our transformation efforts may have on our people, and remain committed to consistently engaging employees and equipping them with the right skills and capabilities as we continue on our transformation journey.

Number and Rate of Employee Turnover by Gender¹

Gender	Number of employees	Rate (%)
Male	394	11.7
Female	114	13.6
Total	508	

¹ Rate of employee turnover by gender is the percentage of employee turnover by gender over the total number of employees in the respective gender category

Number and Rate of Employee Turnover by Age Group¹

Age group	Number of employees	Rate (%)
<30 years	124	15.1
30-49 years	296	11.4
≥50 years	88	11.2
Total	508	

Number and Rate of Employee Turnover by Region²

Region	Number of employees	Rate (%)
Singapore	180	12.2
China	110	11.5
India	74	8.5
UK	88	25.5
Rest of Asia	13	9.0
Middle East	16	7.5
Others	27	12.9
Total	508	

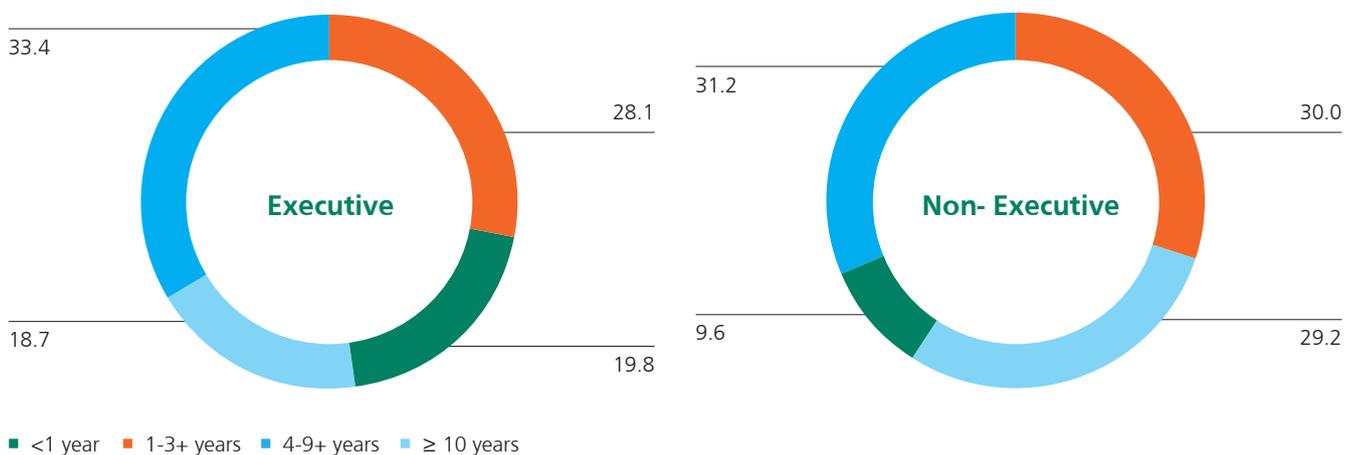
¹ Rate of employee turnover by age group is the percentage of employee turnover by age group over the total number of employees in the respective age group

² Rate of employee turnover by region is the percentage of employee turnover by region over the total number of employees in the respective region

SCI Semcorp Indicator: Employee Distribution by Tenure

Tenure of existing employees, broken down by employee category

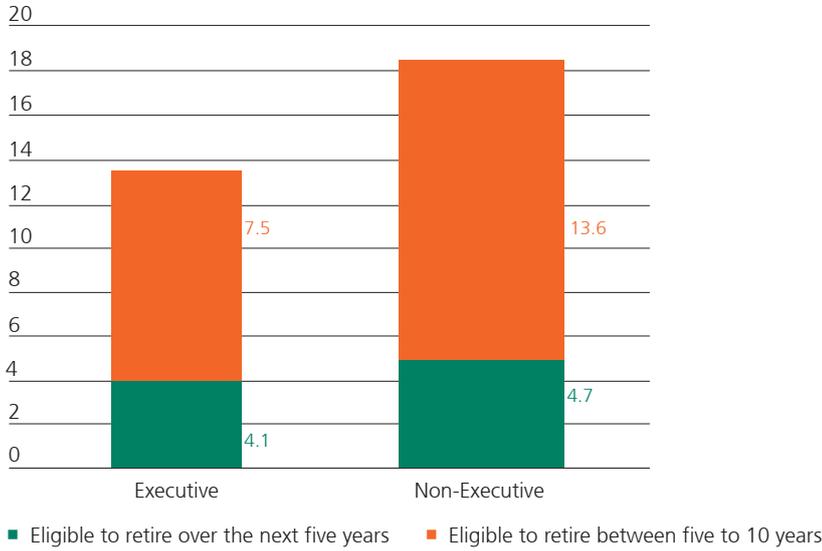
Employee Distribution by Tenure (%)



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 Retire¹ by Employee Category (%)



Employees Eligible to Retire¹ by Region (%)



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

GRI 402 Labour / Management Relations

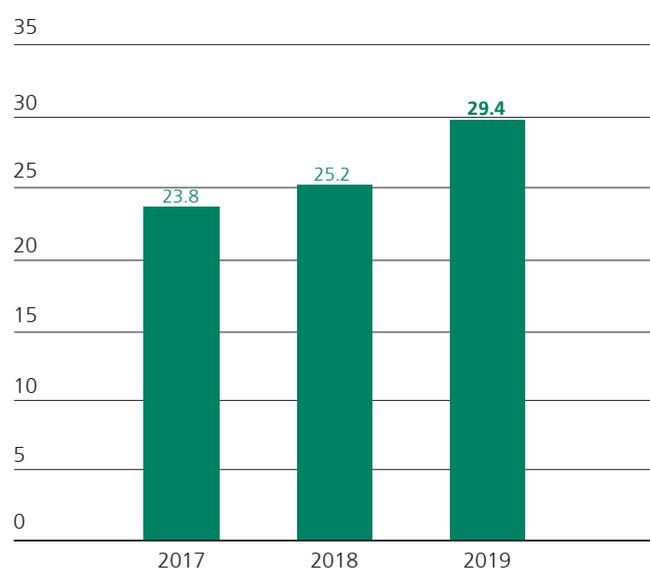
Disclosure 402-1: Minimum notice periods regarding operational changes

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 Training and Education

Disclosure 404-1: Average hours of training per year per employee

Training Hours (average hours per employee)¹



¹ The data covers both permanent and contract employees of Sembcorp and its subsidiaries, excluding Sembcorp Marine

The average number of training hours per employee grew approximately 17% to 29.4 hours in 2019 from 25.2 hours the year before. The increase has been in line with group-wide efforts to better equip our staff, develop new capabilities, and support building a values-based, performance-led culture. We are committed to developing a robust training curriculum to support capability building of our employees.

Average Training Hours by Gender

Gender	No. of hours
Male	29.9
Female	27.3

Average Training Hours by Employee Category

Employee category	No. of hours
Executive	33.1
Non-executive	23.4

GRI 404 Training and Education

Disclosure 404-3: Percentage of employees receiving regular performance and career development reviews

In 2019, we extended the roll-out of our performance management system, LeAD (Lead, Appraise, Develop) to beyond our key markets. 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. 91.4% of all Sembcorp employees are on the LeAD online system¹. Of this, 100% of all staff due for a performance review received one through our LeAD online system.

¹ Staff who are not on the LeAD online system received their performance review through a manual performance appraisal form

Percentage Breakdown of Total Employees Who Received a Performance Review by Gender

Gender	%
Male	82.5
Female	17.5

Percentage Breakdown of Total Employees Who Received a Performance Review by Employee Category¹

Employee category	%
Executive	64.6
Non-executive	34.5

¹ Percentages may not add up to 100% as they are rounded to the nearest one decimal place

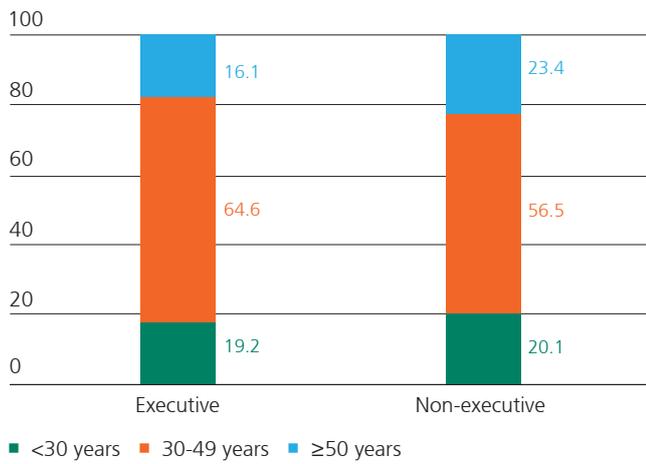
SCI Sembcorp Indicator: Employee Engagement

We conducted a global employee engagement survey in 2019. The survey results reflect an overall engagement score of 72%.

GRI 405 Diversity and Equal Opportunity

Disclosure 405-1: Diversity of governance bodies and employees

Employee Distribution by Employee Category and Age Group (%)



Governance Bodies and Employee Distribution by Employee Category and Gender (%)



¹ Board of Directors as of December 31, 2019

In 2019, all of our board directors were above 50 years old.

GRI 406 Non-discrimination

Disclosure 406-1: Incidents of discrimination and corrective actions taken

No incidents relating to employees that were reported and reviewed were established to be incidents of discrimination during the reporting period.

In the event an employee has a grievance to raise, our grievance handling and whistle-blowing policies are readily available and transparent. The grievance procedure sets out our approach to the fair handling of employee complaints, and the establishment of confidential channels to submit feedback. We encourage an open culture where employees are able to speak up and raise issues as they arise through email or phone, without fear of reprisal. In the event of harassment, we ensure that remediation is undertaken in line with our Grievance Handling Policy.

GRI 407 Freedom of Association and Collective Bargaining

Disclosure 407-1: 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 the 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. For example, the vendor pre-qualification questionnaire was updated in 2019 to include questions related to collective bargaining. Vendors are only on-boarded when their responses have been reviewed and accepted. We also conducted global training for relevant procurement teams on our Supplier Code of Conduct (Supplier CoC).

GRI 408 Child Labour

Disclosure 408-1: 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.

Data from suppliers is not available. We have reviewed and are in the process of implementing a system to collect data on our suppliers. For example, the vendor pre-qualification questionnaire was updated in 2019 to include questions related to child labour. Vendors are only on-boarded when their responses have been reviewed and accepted. We also conducted global training for relevant procurement teams on our Supplier CoC.

GRI 409 Forced or Compulsory Labour

Disclosure 409-1: 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.

Data from suppliers is not available. We have reviewed and are in the process of implementing a system to collect data on our suppliers. For example, the vendor pre-qualification questionnaire was updated in 2019 to include questions related to forced or compulsory labour. Vendors are only on-boarded when their responses have been reviewed and accepted. We also conducted global training for relevant procurement teams on our Supplier CoC.

Material Issue – Community

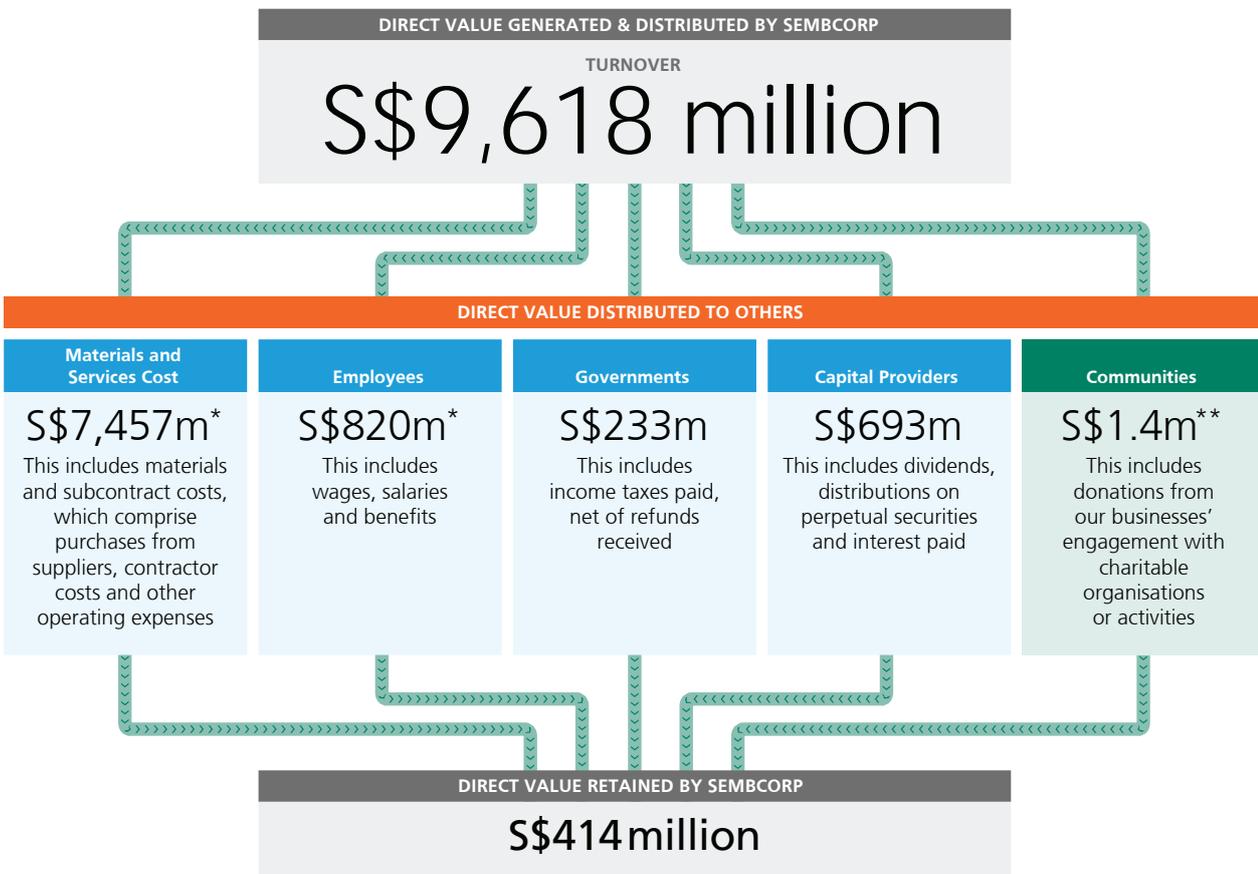
Our revamped Community Investment Guidelines provide a more strategic approach to our charitable contributions and community investments. The updated guidelines aim to achieve a greater proportion of investments in long-term initiatives which integrate community needs with our business objectives, core competencies or assets. Our efforts currently focus on the following five Sustainable Development Goals (SDGs):



The LBG Guidance Manual guides the tracking and reporting of our community contributions. This uses standardised definitions and valuations to account for our total community giving, and ensures greater accountability with more measurable outcomes for our contributions.

GRI 201 Economic Performance

Disclosure 201-1: 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 Indirect Economic Impacts

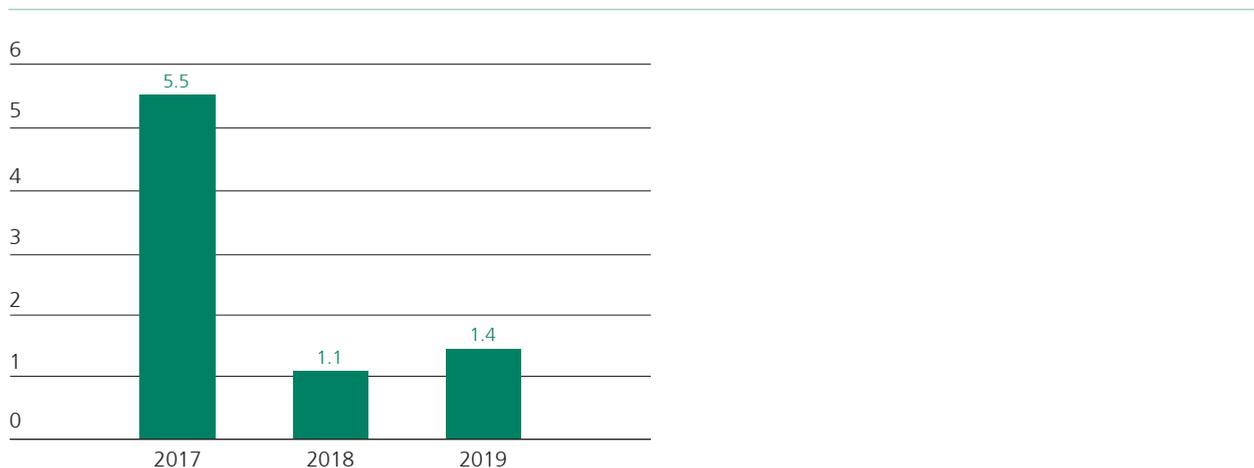
Disclosure 203-1: Infrastructure investments and services supported

In 2019, we contributed over S\$300,000 in pro bono infrastructure investments. The amount included contributions towards community infrastructure improvements in our operations in India, Bangladesh and Myanmar.

As part of our commitment to SDG 6 Clean Water and Sanitation, one of our priority SDGs, we invested in programmes to secure access to safe drinking water for communities living in the vicinity of our plants. To date, we have installed a total of 27 water treatment plants that serve over 39,000 people in India and Myanmar. In 2019 we also constructed toilets in schools in India and Bangladesh that benefit a total of 1,729 students.

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 skill-specific courses on conversational English and computer skills, as well as awareness raising campaigns on issues such as personal healthcare.

Community Contributions (S\$ million)

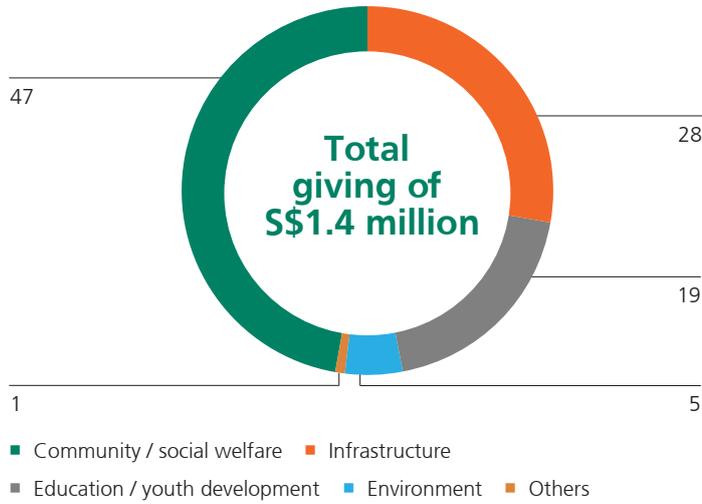


In 2019, Sembcorp contributed S\$1.4 million through cash and in-kind donations to charities and community initiatives globally, of which over S\$350,000 comprised mandatory contributions. Some of the causes we support include environmental and water conservation education, as well as youth development, apprenticeships and job training programmes.

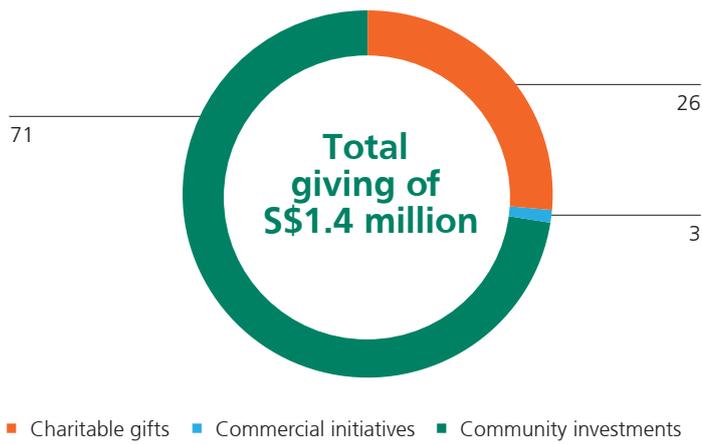
Total volunteer man-hours was more than 8,500 hours, of which over 10% was spent outside of working hours.

Breakdown based on the LBG Guidance Manual

Community Contributions by Subject Focus (%)



Community Contributions by Contribution Motive (%)



GRI 413 Local Communities

Disclosure 413-1: Operations with local community engagement, impact assessments, and development programs

Some 91% of our operations support communities through local community engagement and / or development programmes. We plan to grow this coverage to 100% by 2022.