

SEMBCORP MARINE SUSTAINABILITY REPORT 2021

SGX SUSTAINABILITY REPORTING INDEX

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GRI STANDARDS: CORE OPTION CONTENT INDEX

The 2016 GRI Standards have been adopted for this report except for GRI 303 Water and Effluents and GRI 403 Occupational Health and Safety which are based on the revised 2018 Standards and GRI 306 Waste based on revised 2020 Standards.

Details on Sembcorp Marine's alignment with the UN Sustainable Development Goals (SDG) and IPIECA / API / IOGP Oil and Gas Industry Guidance on Voluntary Sustainability Reporting can be found at: <https://www.sembmarine.com/sustainability/sustainability-at-semcorp-marine>

Disclosure Number	Disclosure Title	Page Reference / Notes	Aligned Frameworks
GRI 102: GENERAL			
Organisational profile			
GRI 102-1	Name of the organisation	<ul style="list-style-type: none"> Annual Report Page 45 	<ul style="list-style-type: none"> UN Sustainable Development Goals (SDG) IPIECA / API / IOGP Sustainability Reporting Guidance for the Oil & Gas Industry
GRI 102-2	Activities, brands, products, and services	<ul style="list-style-type: none"> Key Capabilities www.sembmarine.com/key-capabilities 	
GRI 102-3	Location of headquarters	<ul style="list-style-type: none"> Annual Report Page 2 	
GRI 102-4	Location of operations	<ul style="list-style-type: none"> Annual Report Pages 6-7 	
GRI 102-5	Ownership and legal form	<ul style="list-style-type: none"> Annual Report Pages 44-45 	
GRI 102-6	Markets served	<ul style="list-style-type: none"> Annual Report Pages 2, 152-153 Key Capabilities www.sembmarine.com/key-capabilities 	
GRI 102-7	Scale of the organisation	<ul style="list-style-type: none"> Annual Report Pages 4-5, 24-27, 97-98, 193-197 Sustainability Report Page 41 	
GRI 102-8	Information on employees and other workers	<ul style="list-style-type: none"> Sustainability Report Page 41 <p><i>All figures presented include permanent and contract employees.</i></p> <p><i>Full-time/part-time categories are not reported as the number of part-time employees is not significant at less than 1%.</i></p> <p><i>There are no significant variations in workforce numbers in the year. A significant portion of production operations is carried out by subcontract workers who supplement the regular workforce.</i></p> <p><i>Data are compiled using the Group's HR management system.</i></p>	
GRI 102-9	Supply chain	<ul style="list-style-type: none"> Sustainability Report Pages 8-11 Value Chain Management www.sembmarine.com/sustainability/value-chain-management 	
GRI 102-10	Significant changes to the organisation and its supply chain	<ul style="list-style-type: none"> Annual Report Pages 10-16 	
GRI 102-11	Precautionary Principle or approach	<p>Sembcorp Marine applies the Precautionary Principle in its approach to risk management.</p> <ul style="list-style-type: none"> Sustainability Report Page 33 	
GRI 102-12	External initiatives	<ul style="list-style-type: none"> Annual Report Pages 50, 76-79 Sustainability Report Pages 1, 16-17, 22-27, 32-33, 37-39, 42, 47, 53, 65-67 	
GRI 102-13	Membership of associations	<ul style="list-style-type: none"> Annual Report Pages 50 Sustainability Report Pages 18, 61 	
Strategy			
GRI 102-14	Statement from senior decision-maker	<ul style="list-style-type: none"> Annual Report Pages 10-17 Sustainability Report Pages 2, 64 	
GRI 102-15	Key impacts, risks, and opportunities	<ul style="list-style-type: none"> Annual Report Pages 10-17, 70-75 Sustainability Report Pages 4-7, 10-11, 30-31, 33, 66 	
Ethics and integrity			
GRI 102-16	Values, principles, standards, and norms of behaviour	<ul style="list-style-type: none"> Annual Report Pages 1 (inside front cover), 52-55 Sustainability Report Pages 64-67 Code of Business Conduct www.sembmarine.com/code-business-conduct Supplier Code of Conduct www.sembmarine.com/supplier-code-of-conduct 	UN SDG 8, 16 IPIECA / API / IOGP : SE11, SE12
GRI 102-17	Mechanisms for advice and concerns about ethics	<ul style="list-style-type: none"> Annual Report Pages 64, 76-77 Code of Business Conduct www.sembmarine.com/code-business-conduct Supplier Code of Conduct www.sembmarine.com/supplier-code-of-conduct 	

Disclosure Number	Disclosure Title	Page Reference / Notes	Aligned Frameworks
			<ul style="list-style-type: none"> UN Sustainable Development Goals (SDG) IPIECA / API / IOGP Sustainability Reporting Guidance for the Oil & Gas Industry
Governance			
GRI 102-18	Governance structure	<ul style="list-style-type: none"> Annual Report Pages 52-55 Sustainability Report Pages 64-65 	UN SDG 8, 16
GRI 102-20	Executive-level responsibility for economic, environmental, and social topics	<ul style="list-style-type: none"> Sustainability Report Pages 64-65 	
GRI 102-22	Composition of the highest governance body and its committees	<ul style="list-style-type: none"> Annual Report Pages 38-42, 52-54 	
GRI 102-23	Chair of the highest governance body	<ul style="list-style-type: none"> Annual Report Pages 38, 56-57 	
GRI 102-24	Nominating and selecting the highest governance body	<ul style="list-style-type: none"> Annual Report Pages 57-58 	
GRI 102-25	Conflicts of interest	<ul style="list-style-type: none"> Annual Report Pages 52-53, 56-57, 64 Code of Business Conduct www.sembmarine.com/code-business-conduct Supplier Code of Conduct www.sembmarine.com/supplier-code-of-conduct 	
GRI 102-35	Remuneration policies	<ul style="list-style-type: none"> Annual Report Pages 58-61 	
GRI 102-36	Process for determining remuneration	<ul style="list-style-type: none"> Annual Report Pages 58-61 	
GRI 102-37	Stakeholders' involvement in remuneration	<ul style="list-style-type: none"> Annual Report Pages 58-61 	
Stakeholder engagement			
GRI 102-40	List of stakeholder groups	<ul style="list-style-type: none"> Sustainability Report Page 10 Stakeholders and Engagement Platforms www.sembmarine.com/sustainability/stakeholders 	UN SDG 8, 17
GRI 102-41	Collective bargaining agreements	In Singapore, close to 3.4% of the Group's employees are covered under collective bargaining agreement.	
GRI 102-42	Identifying and selecting stakeholders	<ul style="list-style-type: none"> Stakeholders and Engagement Platforms www.sembmarine.com/sustainability/stakeholders 	
GRI 102-43	Approach to stakeholder engagement	<ul style="list-style-type: none"> Stakeholders and Engagement Platforms www.sembmarine.com/sustainability/stakeholders 	
GRI 102-44	Key topics and concerns raised	<ul style="list-style-type: none"> Stakeholders and Engagement Platforms www.sembmarine.com/sustainability/stakeholders 	
Reporting practice			
GRI 102-45	Entities included in the consolidated financial statements	<ul style="list-style-type: none"> Annual Report Pages 190-192 Sustainability Report Page 1 	
GRI 102-46	Defining report content and topic Boundaries	<ul style="list-style-type: none"> Annual Report Pages 78-79 Sustainability Report Pages 1, 10-11 Value Chain Management www.sembmarine.com/sustainability/value-chain-management Material Issues https://www.sembmarine.com/sustainability/material-issues 	
GRI 102-47	List of material topics	<ul style="list-style-type: none"> Sustainability Report Pages 5 Material Issues www.sembmarine.com/sustainability/material-issues 	
GRI 102-48	Restatements of information	<ul style="list-style-type: none"> Sustainability Report Pages 35, 41, 42 	
GRI 102-49	Changes in reporting	<ul style="list-style-type: none"> Sustainability Report Page 1 	
GRI 102-50	Reporting period	<ul style="list-style-type: none"> Sustainability Report Page 1 	
GRI 102-51	Date of most recent report	March 2021	
GRI 102-52	Reporting cycle	Yearly	
GRI 102-53	Contact point for questions regarding the report	<ul style="list-style-type: none"> Sustainability Report Page 1 	
GRI 102-54	Claims of reporting in accordance with the GRI Standards	<ul style="list-style-type: none"> Sustainability Report Page 1 	
GRI 102-55	GRI content index	www.sembmarine.com/scm2016/wp-content/uploads/2022/03/Sembcorp-Marine_SR21_SGX-GRI-Content-Index.pdf	
GRI 102-56	External assurance	https://www.sembmarine.com/scm2016/wp-content/uploads/2022/03/Sembcorp-Marine_SR2021_Assurance-Report.pdf	

Disclosure Number	Disclosure Title	Page Reference / Notes	Aligned Frameworks
<p style="text-align: right;">• UN Sustainable Development Goals (SDG) • IPIECA / API / IOGP Sustainability Reporting Guidance for the Oil & Gas Industry</p>			
GRI 103: MANAGEMENT APPROACH			
GRI 103-1	Explanation of the material topic and its Boundary	<ul style="list-style-type: none"> • Sustainability Report Pages 1, 4-5 • Stakeholders and Engagement Platforms www.sembmarine.com/sustainability/stakeholders • Material Issues www.sembmarine.com/sustainability/material-issues 	
GRI 103-2	The management approach and its components	<ul style="list-style-type: none"> • Sustainability Report Pages 4, 6-7, 14, 16-19, 22, 30-37, 40, 50, 58, 65-66 • Sustainability at Sembcorp Marine www.sembmarine.com/sustainability/sustainability-at-sembcorp-marine 	
GRI 103-3	Evaluation of the management approach	<ul style="list-style-type: none"> • Sustainability Report Page 6-7, 64 • Annual Report Pages 59-62, 68 	
SPECIFIC STANDARD DISCLOSURES			
Economic			
GRI 201, 205, 206	Management approach disclosures	• Sustainability Report Pages 4, 6-7, 14, 22, 64-67	UN SDG 7, 8, 9, 14, 17
GRI 201-1	Direct economic value generated and distributed	<ul style="list-style-type: none"> • Annual Report Page 29 • Sustainability Report Page 58 <p><i>In 2021, Sembcorp Marine generated S\$1.86 billion in total direct economic value. We distributed S\$3.04 billion through materials and services costs (S\$2.47 billion), employee wages (S\$430 million), income and other taxes paid to government (S\$49 million), dividends and interests paid to capital providers (S\$83 million), and community engagement programmes (S\$3.04 million). After these value distributions, Sembcorp Marine retained -S\$1.18 million.</i></p> <p><i>These figures are reported for Singapore due to its significance as Sembcorp Marine's headquarters.</i></p>	IPIECA / API / IOGP : SE11, SE12
GRI 205-2	Communication and training about anti-corruption policies and procedures	<ul style="list-style-type: none"> • Sustainability Report Page 65 <p><i>All members of the governance body (i.e. the Board of Directors) received trainings on anti-corruption. Anti-corruption trainings are provided to all new Board members.</i></p>	
GRI 206-1	Legal actions for anti-competitive behaviour, anti-trust, and monopoly practices	• Sustainability Report Page 7, 65	
Environment			
GRI 301, 302, 303, 305, 306, 307	Management approach disclosures	• Sustainability Report Pages 4, 6-7, 30, 32, 34, 36	UN SDG 3, 7, 12, 13, 14, 15
GRI 301-1	Materials used by weight or volume	• Sustainability Report Page 36	IPIECA / API / IOGP : E1, E2, E3, E6, E9, E10
GRI 302-1	Energy consumption within the organization	• Sustainability Report Page 35	
GRI 302-4	Reduction of energy consumption	• Sustainability Report Page 35	
GRI 303-1	Interactions with water as a shared resource	• Sustainability Report Page 37	
GRI 303-2	Management of water discharge-related impacts	• Sustainability Report Page 37	
GRI 303-3	Water withdrawal	• Sustainability Report Page 37	
GRI 305-1	Direct (Scope 1) GHG emissions	• Sustainability Report Page 35	
GRI 305-2	Energy indirect (Scope 2) GHG emissions	• Sustainability Report Page 35	
GRI 306-3	Waste generated	• Sustainability Report Page 37	
GRI 307-1	Non-compliance with environmental laws and regulations	• Sustainability Report Page 7, 30	

Disclosure Number	Disclosure Title	Page Reference / Notes	Aligned Frameworks
Social			<ul style="list-style-type: none"> UN Sustainable Development Goals (SDG) IPIECA / API / IOGP Sustainability Reporting Guidance for the Oil & Gas Industry
GRI 401, 403, 404, 405, 406, 408, 409, 413, 416	Management approach disclosures	<ul style="list-style-type: none"> Sustainability Report Pages 4, 6-7, 40, 50, 58 Caring Globally www.sebmarine.com/sustainability/caring-globally 	UN SDG 3, 4, 8, 9, 13, 14, 15, 17 IPIECA / API / IOGP : HS1, HS3, SE1, SE4, SE8, SE9, SE15, SE16, SE17, SE18
GRI 401-1	New employee hires and employee turnover	<ul style="list-style-type: none"> Sustainability Report Page 42 <p><i>New hire rate is computed based on number of new hires divided by yearly average headcount</i></p> <p><i>New Employee Hire Rate: 43%</i> <i>By Gender</i> <i>Male: 46%; Female: 19%</i> <i>By Age Group</i> <i><30: 49%; 30 - 49: 47%; 50 and above: 17%</i> <i>By Region</i> <i>Singapore: 49%; Indonesia: 6%; Brazil: 14%; Rest of the world: 11%</i></p> <p><i>Employee turnover rate is computed based on number of attrition divided by yearly average headcount.</i></p> <p><i>Employee Turnover Rate: 27%</i> <i>By Gender</i> <i>Male: 27%; Female: 26%</i> <i>By Age Group</i> <i><30: 36%; 30 - 49: 25%; 50 and above: 17%</i> <i>By Region</i> <i>Singapore: 27%; Indonesia: 12%; Brazil: 31%; Rest of the world: 12%</i></p>	
GRI 401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	<ul style="list-style-type: none"> Sustainability Report Page 46 <p><i>Benefits are applicable to full-time, contract and part-time employees, with the exception of temporary staff. Variable incentives and flexible benefits may differ depending on individual contracts and performance.</i></p> <p><i>In addition to the above, Singapore yards have a Flexible Benefit Programme where employee benefits can be customised based on individual preferences. Employees can choose from a range of benefits in health care, self-improvement, travel, insurance, childcare and fitness. Additional medical benefits are provided for employees above 35 years of age for the purpose of health screening; EJA yard offers health plan, grocery card, transport by charter bus and/or public transport card and life insurance for its employees.</i></p>	
GRI 403-1	Occupational health and safety management system	<ul style="list-style-type: none"> Sustainability Report Pages 50 	
GRI 403-2	Hazard identification, risk assessment, and incident investigation	<ul style="list-style-type: none"> Sustainability Report Page 52 The Right To Stop Work www.sebmarine.com/sustainability/safety 	
GRI 403-3	Occupational health services	<ul style="list-style-type: none"> Sustainability Report Page 54-55 	
GRI 403-4	Worker participation, consultation, and communication on occupational health and safety	<ul style="list-style-type: none"> Sustainability Report Page 52 	
GRI 403-5	Worker training on occupational health and safety	<ul style="list-style-type: none"> Sustainability Report Page 52 Training www.sebmarine.com/sustainability/safety 	
GRI 403-6	Promotion of worker health	<ul style="list-style-type: none"> Sustainability Report Pages 54-55 	
GRI 403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	<ul style="list-style-type: none"> Sustainability Report Pages 54-55 Code of Business Conduct www.sebmarine.com/code-business-conduct Supplier Code of Conduct www.sebmarine.com/supplier-code-of-conduct 	
GRI 403-8	Workers covered by an occupational health and safety management system	<ul style="list-style-type: none"> Sustainability Report Page 52 Risk & Safety Management Systems www.sebmarine.com/sustainability/safety <p><i>SembCorp Marine's Health, Safety and Environment (HSE) integrated management system covers all employees and contractors, totalling more than 33,000 workers.</i></p>	
GRI 403-9	Work-related injuries	<ul style="list-style-type: none"> Sustainability Report Page 51 <p><i>Sembcorp Marine reports on safety rates in alignment with Singapore Ministry of Manpower's industry benchmarking metrics (e.g. WIR) and International Association of Oil & Gas Producers Standards (e.g. LTIR, TRIR, FAR)</i></p>	
GRI 404-2	Programmes for upgrading employee skills and transition assistance programmes	<ul style="list-style-type: none"> Sustainability Report Pages 40, 44-45 	

Disclosure Number	Disclosure Title	Page Reference / Notes	Aligned Frameworks
GRI 404-3	Percentage of employees receiving regular performance and career development reviews	<ul style="list-style-type: none"> Sustainability Report Page 43 <p><i>A total of 6,451 employees, representing 62% of our global workforce, received performance appraisals and career development reviews in 2021. Men accounted for 89% and women 11%, with 48% of the appraised employees from the executive category and 52% from the non-executive category.</i></p>	<ul style="list-style-type: none"> UN Sustainable Development Goals (SDG) IPIECA / API / IOGP Sustainability Reporting Guidance for the Oil & Gas Industry <p>UN SDG 3, 4, 8, 9, 13, 14, 15, 17</p> <p>IPIECA / API / IOGP : HS1, HS3, SE1, SE4, SE8, SE9, SE15, SE16, SE17, SE18</p>
GRI 405-1	Diversity of governance bodies and employees	<ul style="list-style-type: none"> Sustainability Report Pages 41 <p><i>There is 1 female director (representing 10%) of Sembcorp Marine's Board. All 10 directors are in the 50 years and above age group.</i></p> <p><i>Of the 4,327 employees at the executive level, 81% are male and 19% are female, with 13% under 30 years old, 62% between 30 to 49 years old and 25% above 50 years old.</i></p> <p><i>Of the 6,981 employees at the non-executive level, 97% are male and 3% are female, with 32% under 30 years old, 60% between 30 to 49 years old and 8% above 50 years old.</i></p> <p><i>Other indicators of workforce diversity are not significant or relevant</i></p>	
GRI 406-1	Incidents of discrimination and corrective actions taken	<ul style="list-style-type: none"> Sustainability Report Pages 66 	
GRI 408-1	Operations and suppliers at significant risk for incidents of child labour	<p><i>No reports were received of discrimination or exploitative labour practices relating to the Group's operations or suppliers. The company's operations and supply chain are not considered to have significant risks of child, forced or compulsory labour.</i></p>	
GRI 409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labour		
GRI 413-1	Operations with local community engagement, impact assessments, and development programmes	<ul style="list-style-type: none"> Sustainability Report Pages 7, 56-61 <p><i>Relevant local community engagement activities were conducted by all operating units during the course of business.</i></p>	
GRI 416-1	Assessment of the health and safety impacts of product and service categories	<ul style="list-style-type: none"> Sustainability Report Page 22 <p><i>None of our delivered solutions in FY2021 required health and safety impact assessments for improvement.</i></p>	

SEMBCORP MARINE SUSTAINABILITY REPORT 2021

SUSTAINABILITY ACCOUNTING STANDARDS BOARD (SASB) CONTENT INDEX

Industrial Machinery & Goods

Topic	Code	Accounting Measure	Category	Unit	Disclosure
Energy Management	RT-IG-130a.1	(1) Total energy consumed	Quantitative	Gigajoules (GJ)	1,450,669 GJ
		(2) Percentage grid electricity		Percentage (%)	47 %
		(3) Percentage renewable		Percentage (%)	1.42 %
Health and Safety	RT-IG-320a.1	(1) Total recordable incidence rate	Quantitative	Rate	1.15 *The rate has been calculated as per million man-hours worked
		(2) Fatality rate		Number	0
		(3) Near Miss Frequency Rate		Rate	0.12 *The rate has been calculated as per million man-hours worked
Fuel Economy & Emissions In Use-Phase	RT-IG-410a.1	Sales-weighted fleet fuel efficiency for medium and heavy vehicles	Quantitative	Gallons per 1,000-tonne miles	N/A Sales of land transport, non-road equipment, stationary generators and engines are not part of our business.
	RT-IG-410a.2	Sales-weighted fuel efficiency for non-road equipment		Gallon per hour	
	RT-IG-410a.3	Sales-weighted fuel efficiency for stationary generators		Watts per gallon	
	RT-IG-410a.4	Sales-weighted emissions of : (1) oxides of nitrogen (NOx) and (2) particulate matter (PM) for : (a) marine diesel engines (b) locomotive diesel engines, (c) on-road medium- and heavy-duty engines, and (d) other offroad diesel engines		Gram per kilowatt hour	
Materials Sourcing	RT-IG-440a.1	Description of the management of risks associated with the use of critical materials	Discussion and Analysis	Gallons per 1,000 tonne-miles	To mitigate reputational and regulatory risks of critical materials, national and international environmental and public health requirements – including those from the International Maritime Organization, Montreal Protocol provisions and Singapore’s National Environment Agency – are adhered to in our sourcing of key materials. Equipment, materials and resources which are greener and have a lower carbon footprint are preferred in anticipation of these risks. To prevent concentration of risk in any one geographical region, Sembcorp Marine has diversified procurement channels for key materials. These channels are closely monitored to proactively identify and mitigate supply chain risks. The Group has also entered strategic sourcing arrangements with keys suppliers to secure essential supplies and undisturbed services – such as waste treatment, freight forwarding, logistics and maintenance services for its operations.
Remanufacturing Design and Services	RT-IG-440b.1	Revenue from remanufactured products and remanufacturing services	Quantitative	Reporting Currency	N/A The end-of-life segment (e.g. scrapping or dismantling of vessels) is not core to our business.