

CORPORATE COMPLIANCE REVIEW

Commentary by Alex Gwee, Head, Group Governance, Risk & Sustainability



CORPORATE COMPLIANCE HIGHLIGHTS FYE 2022

ANTI-BRIBERY & ANTI-CORRUPTION

Received ISO 37001:2016 certification from Bureau Veritas for our Kuala Lumpur and Singapore offices.

ABAC policies and procedures communicated

502 or **93%** of onshore employees.

6 or **100%** of joint venture partners.

1 or **100%** International Commercial Representative.

ABAC training conducted

502 or **93%** of onshore employees.

1 or **100%** International Commercial Representative.

CODE OF CONDUCT & BUSINESS ETHICS

0 fines or settlements related to antitrust/anticompetitive business practices.

0 code of conduct breaches reported.

0 breaches concerning customer data.

1 whistleblowing case received and resolved.

CYBERSECURITY & INFORMATION SECURITY

- Development of Yinson's Cyber Risk Management Roadmap.
- Data policies refined.
- Supplier practises enhanced from a cybersecurity perspective.

SUPPLIER SOCIAL & ENVIRONMENTAL PERFORMANCE

382 total suppliers engaged through the VRP.

193 suppliers assessed on social and environmental criteria.

0 suppliers identified as having potential negative social and environmental performance.

DATA PROTECTION

- Data Privacy Awareness training rolled out Group-wide to all offices.
- All Data Protection Officers trained in Data Privacy Laws in their respective countries.
- Gap analysis conducted to identify areas of improvements.

CORPORATE COMPLIANCE REVIEW

CORPORATE COMPLIANCE LANDSCAPE

ESG programmes and disclosures have become increasingly important in 2021, with investors and consumers alike pushing for disclosures related to topics like diversity, gender, fair wages, environmental responsibility and corporate governance. Many organisations have been examining their performance to global standards in relation to ESG practices and are striving to demonstrate consistent and good corporate citizenship. Each aspect of an ESG programme i.e. robust ESG policies and frameworks, can be undermined by incidents of bribery and corruption. Hence, bribery and corruption remains one of the key issues impacting society at large.

Transparency International's 2021 report relating to the Corruption Perception Index ("CPI") indicated that the results and ratings have remained relatively static. It is noted that the transparency of the Covid-19 relief spending is among one of the key factors that contributed to countries' latest CPI ratings for the year under review.

Companies from high-scoring CPI countries are not immune to allegations of bribery and corruption practices. Often, reports on implicated companies highlight their failure to prevent their employees from engaging in corrupt behaviours to win contracts, bribery of government or public officials and lack of guidelines when managing agents who represent the companies in foreign markets. Like any other industry, the oil & gas industry is susceptible to these bribery and corruption risks. The risk is even greater for companies that do not enforce proper internal controls, whether financial or non-financial, and neglect to set clear expectations on how its employees, third parties and agents conduct themselves to refrain from any form of bribery or corruption. As an indicator of the financial impact of bribery and corruption, there were estimated 67 corruption, bribery and fraud fines issued amounting to USD6.8 billion globally in 2021 alone.

The shift to working from home is one of the causes attributing to a massive increase in cyberattacks seen globally in 2021. The 2022 Cyber Threat Report reported that almost all categories of cyberattacks increased in volume over 2021, with encrypted threats spiking by 167%, ransomware by 105%, cryptojacking by 19%, intrusion attempts by 11% and IoT malware by 6%. The report also revealed that business leaders considered targeting phishing attacks as the number one concern, followed closely by ransomware, customer data breaches, business email compromise and data breaches. In relation to offshore businesses, the International Maritime Organization's Resolution MSC.428(98) (IMO 2020) came into force on 1 January 2021, making it mandatory for organisations to ensure that cyber risks are appropriately addressed in existing safety management systems by their 2021 annual verification.

Heightened awareness around data privacy laws continued strongly in 2021, and we believe will continue to be a central focus in the area of compliance worldwide. Since the General

Data Protection Regulations ("GDPR") came into force in 2018, this has set the tone for the wave of change and better awareness around the need to protect personal and sensitive data. Countries have likewise stepped up on enforcing regulations in this area, such as through China's Personal Information Protection Law ("PIPL"), Brazil's *Lei Geral de Proteção de Dados* ("LGPD"), and Malaysia's and Singapore's respective Personal Data Protection Acts.

The pandemic, together with the growing emphasis on ESG, is bringing risk issues relating to supply chain and third parties into sharper focus. In addition to contending with supply chain issues such as inability to obtain raw materials, procure critical products and soaring commodity prices; there is a growing awareness that an organisation can suffer reputational damage and business instability if their vendors' ESG performance profile is of a questionable nature.

A key ESG issue in this area relates to Human and Labour Rights ("HLR"), where we see companies continuing to make news headlines for the wrong reasons. The US Customs and Border Patrol has imposed sanctions on companies which are alleged to have used forced labour, which may lead to the abovementioned supply chain disruption. Additionally, companies facing scrutiny for forced labour are less likely to be engaged by clients, resulting in negative impact from the company's reputational and financial standpoint.

Emerging developments in national security and global financial architecture have brought about new sanctions, with the most significant one by far being the extensive Sanctions and Export Controls in relation to the Ukraine invasion.

YEAR IN REVIEW

Anti-Bribery & Anti-Corruption

As a global company, Yinson navigates responsibly on this ethical front through the adoption of good corporate governance and protecting its reputation in the markets Yinson participates in.

Yinson's laser-focus on ABAC risk began in earnest in early 2018 with the establishment of Yinson's ABAC Policy and Procedure. This is part of Yinson's endeavour to adopt the highest standards of governance to fulfil international standards in relation to applicable anti-corruption legislations such as the UK Bribery Act 2010, Foreign Corrupt Practices Act and Malaysian Anti-Corruption Commission Act 2009.

To further enhance the ABAC framework in place, Yinson has embarked on obtaining the ISO 37001:2016 ABMS as the gold standard to which Yinson can benchmark its ABAC processes and internal controls. With this, Yinson has streamlined and enhanced its practices and controls to be aligned with the requirements of the ISO 37001 standard.

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CORPORATE COMPLIANCE HIGHLIGHT

Yinson attains global ABMS certification from Bureau Veritas

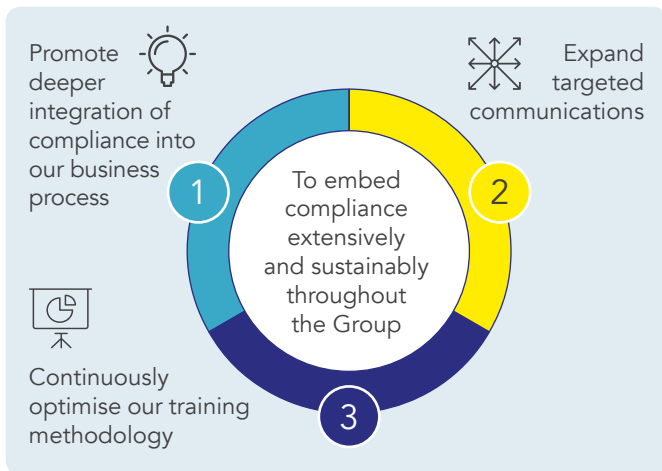
On 14 October 2021 Yinson received the ISO 37001 certification from international certification body Bureau Veritas, in recognition of our robust ABMS. The certification audit, which was undertaken by Yinson’s Global Headquarters in Malaysia and Projects Headquarters in Singapore, concluded with five noteworthy items and zero non-conformities.

In its audit report, Bureau Veritas also noted Yinson’s strong commitment to continual improvement of its ABMS, clear internal communications, good whistleblowing mechanisms and comprehensive ABAC due diligence processes for external parties.

Yinson is amongst the first oil & gas companies in Malaysia to be certified ISO 37001 by Bureau Veritas. Bureau Veritas is one of the world’s leading certification bodies, serving over 150 countries from over 90 countries of operation.



In delving into our successful ISO 37001 certification, we have taken a three-pronged approach in our ABAC implementation, aligning to our corporate compliance strategy.



Firstly, in promoting deeper integration of ABAC Compliance into our business operations, we have taken the initial step in establishing a robust set of ABAC Policy and Manual which are in line with the specific ISO 37001 requirements. Specific enhancements relating to bribery risk assessments, due diligence screening processes, whistleblowing reporting and ABAC internal audit processes were put in place and operationalised in the relevant business processes. These Group-level policies and documents were standardised and documented in accordance to our Corporate Information Management System (“CIMS”) procedure and subsequently centralised on an Electronic Document Management System (“EDMS”) in September 2021.

Secondly, we have continuously optimised our training methodology as part of the corporate compliance mission statement. Leveraging on the Group-wide initiative on the

online training platform in February 2021, the Corporate Compliance function improved on its training medium to ensure that learners are well engaged and will benefit from its flexibility to complete the training in their own time within the deadline. In addition to mandatory ABAC training, other specific roles which have extensive interactions with external stakeholders will have additional training modules availed to them. The Corporate Compliance function will continue to focus on improving the delivery of the training content to ensure that all employees are aware of our ethical commitment and conduct themselves according to our values.

Thirdly, we have adopted a targeted communication approach in raising the awareness level through internal and external communication on matters relating to our ABAC Framework. In addition to communication from Senior Management to employees via various channels such as emails and YNet, compliance representatives are assigned in the local offices in which Yinson operates. Quarterly compliance meetings are held with representatives to ensure local implementation and compliance communications are disseminated throughout the Group.

In addition to enhancing the internal controls as part of the ISO 37001 certification, Yinson has also noted the key findings from Transparency International’s 2021 CPI report and further strengthened our due diligence processes. This includes, but is not limited to, rigorous review and approval of donations and sponsorships relating to Covid-19 relief in the countries that Yinson operates in to ensure that the contributions are not camouflaged or misused. Yinson’s CSR Committee reviews all donation or sponsorship proposals and only recommends approval after it has undergone the necessary due diligence screening process.

We strictly adhere to our ABAC Policy, which does not allow company funds to be used to support government political campaigns.

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ABAC INITIATIVES IN FYE 2022



- Broadcasted ABAC Memorandum from Group CEO.
- Conducted Group-wide ABAC awareness webinars.
- Reviewed and revamped ABAC online training.
- Conducted three ABMS internal audits.
- ABAC due diligence completed for all business partners and international commercial representatives.
- Enhanced functionality for online declaration of Gifts, Hospitality & Entertainment ("GHE") on YNet.

Code of Conduct & Business Ethics

In line with our aim of fostering a culture of integrity across Yinson and our supply chain, we continue to implement Yinson's COBE diligently. The COBE defines the foundation of our ethical standards and expectations for personal conduct. The COBE brings together Yinson's main governance policies, including references to our other Group-wide policies. The COBE training is conducted annually for all new employees.



Good corporate governance, pg 145

Compliance of our supply chain & third parties

We spend considerable effort to engage with our supply chain and third parties to encourage a high standard of compliance.

Yinson's ISO 9001-qualified Vendor Registration Platform ("VRP") was fully released in 2020, enhancing our capabilities relating to pre-qualification assurance and vendor performance. Vendors who are interested in working with us must provide their company information through the platform, which screens them by risk classification into 'registered' or 'pre-qualified' categories. The 'registered' vendors, who are categorised as lower risk, undergo a basic compliance checklist including acknowledgment of their adherence to Yinson's COBE and ABAC policies. To be approved as a pre-qualified vendor with us, vendors go through a more comprehensive screening that considers information such as the vendor's Health, Safety, Environment and Quality ("HSEQ") management and performance, adverse media, watchlists, government records, sanctions, finance management, sustainability compliance, ABAC compliance, insurances and ISO certifications. Non-conformities found are documented in the VRP and followed up for resolution. A supplier's risk assessment and categorisation is reviewed yearly in the VRP. 193 vendors were pre-qualified with Yinson in FYE 2022, with none flagged for social and environmental non-performance.

In FYE 2022 and to date, we enhanced the VRP process as follows:

- Released ESG module which consists of dedicated question sets, as well as benchmarking and reporting that aligns with global standards and methodologies, including GRI, ISO, CDP, TCFD, SDG, WEF and SASB standards.
- Released country-specific forms to enhance regulatory data collection.
- Released annual updates for suppliers.
- Added questions on remote support.
- Added clarifications within the Safety & Compliance and Finance question sets.
- Adjusted trigger rules for insurance, ABAC and sustainability.
- Added Yinson categories of supply.

Yinson is in the progress of developing the ESG Supply Chain Policy that is expected to launch in 2022. The purpose is to outline our requirement to suppliers and contractors to integrate environmental considerations, social performance and governance into business towards creating a more sustainable supply chain. As part of the policy, suppliers and contractors are required to adopt Yinson's health and safety guidelines to minimise incidents and injuries in workplace. The scope of social requirements such as diversity, equality, child and forced labour are also covered in the policy.



Sustainable supply chain management, pg 157

Personal Data Protection

Personal Data Protection has always been an important topic for Yinson as part of its overall corporate governance.

With our growing presence in Brazil, as well as conversion works for our offshore production assets taking place in China, adapting our personal data compliance practises to manage the recent enactment of China's PIPL and Brazil's LGPD has been a primary focus for our privacy team in FYE 2022. In addition to maintaining our high standards of privacy compliance in our other operating countries, such as Malaysia, Singapore and Europe, the team is in the process of extensively reviewing issues in accordance to the PIPL and LGPD to ensure conformity.

Yinson has empowered our Data Protection Officers ("DPOs") and Deputy DPOs in our regional offices to communicate on Data Privacy awareness to the local employees. In addition, the DPOs have undertaken certified trainings to further enhance their knowledge on local Personal Data Privacy laws. The DPOs have conducted gap analysis with the support of local external legal counsel to identify areas of improvements on Personal Data Protection and Data Privacy. The DPOs are in the midst of implementing the proposed measures to close the gaps identified.

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Yinson provides new employees and contractors with mandatory cybersecurity training as part of job orientation. There is also a training programme for all employees explaining the principles set out in the Data Privacy Policy and involving guidelines for processing of Personal Data.



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Information security & cybersecurity

In recent years cybercriminals have increased their attacks on Information Technology, Operational Technology and Industrial Control Systems, either through exploiting system vulnerabilities or business email compromises. In response to these trends, Yinson worked actively with all stakeholders in FYE 2022 to ensure that we are well prepared to manage these risks, both now, and in the coming days where we expect such attacks to be even more prolific and sophisticated.

During the financial year, Yinson's cybersecurity team has developed a Cyber Risk Management Roadmap which consists of multiple initiatives to strengthen the cybersecurity system within the Group. Steps taken include actively training our people, updating our processes to be more relevant and putting in relevant technology that can help us reduce our cyber risks.

Achieving and maintaining the cybersecurity of our offshore assets has been a continual effort, carried out through a combination of active internal training, updating our processes to be more relevant and putting in applicable technologies that can help us to reduce our cyber risks adequately.



Cybersecurity, pg 147

Data & digitalisation

We have undertaken various initiatives throughout the year to further digitalise our compliance processes to provide up-to-date and accurate information to our stakeholders to enable quick and efficient decision-making processes.

For example, we have utilised our LMS to automate compliance-related trainings, which has minimised manual intervention in the learning & development process for employees and opened up a world of training without borders. This virtual approach on compliance trainings was further entrenched due to Covid-19 lockdown restrictions, which limited physical interactions. The LMS allows the mandatory compliance-related learnings to be delivered online, maintaining the employee education process without compromising on Covid-19 safety requirements.

We have also continued to transfer manual compliance documentation to online platforms. In FYE 2022, we

successfully implemented the GHE online declaration process, which allows our employees to easily declare and obtain appropriate approvals for any GHEs given and received. The declaration is also available via employee mobile devices, which makes it easy to provide the necessary information, including the uploading of the necessary supporting documents.

To ensure proper management and governance of Group-Level policies, procedures and related documents, an EDMS was implemented in September 2021. The EDMS facilitates the standardisation of Group-level policies, procedures and supporting documents, with appropriate review and approval processes incorporated for transparency and audit trail purposes according to our CIMS procedure.

EXTERNAL VARIABLES, RISKS & OPPORTUNITIES

EXTERNAL ENVIRONMENT

- Companies are increasingly focusing on ESG issues and themes, with investors and consumers alike expecting corporate action and accountability in these areas.
- Europe's GDPR has recorded numerous breaches which have led to serious financial penalties. In 2021, two record sum fines of EUR746 million and EUR225 million were issued to two companies for GDPR breaches.
- The 2021 Organization for Economic Cooperation and Development Anti-Bribery Recommendation highlights a holistic approach to fight foreign bribery especially on companies facing bribery solicitation risks. This includes among others, to have extensive provisions to protect whistleblowers and encourage countries to incentivise enterprises to develop ethics and compliance programmes to prevent or detect foreign bribery.
- The implementation of the European Whistleblowing Directive by the European Union's 27 member states by 17 December 2021 is expected to cause a ripple effect to the rest of the world in the years to come.
- The ESG profiles of third parties are increasingly important for accurate data reporting. This includes compilation of information on GHG emissions as well as HLR practices by third parties.
- The fluid situation in Russian-Ukraine conflict means that further sanctions and export controls are to be expected in coming months.
- Cybersecurity vulnerabilities that translate into attacks is becoming harder to control, with companies needing to invest large amounts of resources to keep abreast.

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EXTERNAL VARIABLES, RISKS & OPPORTUNITIES (CONT'D.)

RISKS

- Penalties and fines.
- Reputation damage.
- Low ESG ratings may cause drops in investor confidence and exclusions from sustainability-rated indexes.
- Business activities may be affected by weaknesses in the supply chain.
- Boycott or sanctions may be imposed on companies who are seen to have weak enforcement of HLR.
- Companies who do not have adequate measures and assurances in place to assuage fear of retaliation may cause would-be whistleblowers to stay silent on wrongdoings.
- Sanctions may be imposed on companies who are seen to have association with sanctioned entities.
- Complying with sanctions can be complicated, and in this increasingly interconnected world, can aggravate risk exposure.
- Corporations may find it challenging to comply with increased technology upgrades and documentation that is required to manage cyber threats adequately.

OPPORTUNITIES

- Good corporate compliance and sanctions management track record enhances stakeholder confidence, opens up new sustainability-linked business opportunities, safeguards operational effectiveness and enhances business continuity.
- Stronger supply chain in terms of sustainability profile improves business continuity.
- The advocating of stronger sustainability practises with third parties can contribute towards stronger ESG performance for companies.
- Companies with good corporate compliance track records can influence their third parties and external stakeholders in alignment with global climate targets.
- Utilising technology can improve whistleblowing processes for employees reporting wrongdoings and compliance teams when managing incidents.
- Companies that invest in information security governance will be less likely to face cyberattacks, hence supporting business continuity.

STRATEGIC RESPONSE TO OUR RISKS & OPPORTUNITIES

Creating a culture of compliance

At Yinson, we are committed to conducting our business responsibly and in accordance with the law of the countries in which we operate. This is the ethos or fundamental value of the Group's COBE and forms the bedrock of our corporate compliance strategy.

Our corporate compliance strategy aims to embed compliance extensively and sustainably throughout the Group. Guided by our R.O.A.D.S. Core Values, corporate compliance is more than a check box exercise – it is a question of reinforcing a culture where integrity, honesty and transparency are the cornerstones of our actions. To this end, we promote deeper integration of compliance into our business processes, continuously optimise our training methodology and expand targeted communications.

We will continue to ensure our zero tolerance stance towards bribery and corruption and strengthen our internal controls practices. The continued ISO 37001 certification and annual audit process provides us the avenue to further identify best practices and areas of enhancement.

Communication is one of the focal points of Yinson's corporate compliance mission, which is to promote the culture of compliance through raising awareness and provision of compliance-related training. All Yinson's compliance policies are readily available on our website, YNet and in various physical locations in our offices, and we engage constantly with our stakeholders on these matters.



Stakeholder engagement, pg 124; Social & Relationships Capital, pg 156

We aim to extend our compliance strategy further by collaborating with our third parties more extensively to understand their ESG profile, such as their HLR practices, and thereby strengthening the ESG alignment throughout our supply chain. We believe that a good demonstration of ESG efforts undertaken by our external stakeholders will strengthen the robustness of the supply chain and build a solid foundation for sustainability-linked business opportunities.



Sustainable supply chain management, pg 157

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Establishing good corporate compliance structures & processes

A robust corporate compliance structure and well-managed processes are crucial enablers for our employees, third parties and other stakeholders to gain awareness and run their business activities in a compliant manner. Our corporate governance practises are supported by continually enhanced policies and procedures, with oversight from our Board and managed by specialised teams within Yinson. Examples of how Yinson manages HLR, sanctions and whistleblowing are highlighted below, and further within the Intellectual Capital chapter in this Report.



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Human & Labour Rights

We are cognisant that HLR non-compliances may have repercussions that could severely impact Yinson's capacity to conduct its global operations. In addition to the punitive sanctions imposed by governing bodies, stakeholders' confidence in Yinson could be diminished if HLR is not properly managed, which could result in an ESG trust deficit.

Our HLR Policy affirms our commitment to international human rights principles and we continue to implement Group-wide measures to prevent and remedy violations of HLR where identified. We are currently enhancing our HLR training programmes to increase awareness of this important issue.

Yinson strongly advocates avoiding any form of forced labour and child labour practices and will not condone any third party who adopts such practices. Yinson enforces HLR expectations to our third parties as part of the due diligence processes.

Sanctions

Yinson's Sanction Policy serves as a guide to all working for or with Yinson to understand where breaches of sanctions requirements might arise and guide them in making the right decisions in line with the Policy. We enforced due diligence on vendors to be conducted during onboarding to ensure that they have no relationship or business in a sanctioned country that could potentially led to a violation.

We also ensure that regular communication on sanctions and compliance issues are properly disseminated in order to create a global sanctions and compliance culture in Yinson.

Whistleblowing

Yinson encourages all stakeholders including business partners, general public, employees, third parties and vendors to raise genuine concerns about suspected or possible violations of Yinson's COBE, improprieties in matters of financial reporting, non-compliances with laws and regulations, non-compliance with Yinson's policies and procedures and to disclose any improper conduct or other malpractices with Yinson without fear of unfair treatment or reprisal.

The Incident Report will be submitted to the Audit Committee Chairman (a non-executive board member) who will review and evaluate the Incident Report in an independent, fair and unbiased manner with respect to all parties involved.

Whistleblowing reporting process

1. Report alleged misconduct through any of the channels.
2. Report details with the option of being anonymous.
3. Initial investigation launched.
4. Incident Report prepared for Audit Committee Chairperson, who is the senior independent, non-executive director.
5. AC Chairperson to review and decide on outcome.
6. Communicate outcome to the whistleblower.

Whistleblowing channels and information can be found on Yinson's website, YNet and common areas in Yinson's office premises.

Whistleblow at

Phone : +60111-662 2738

Email : whistleblow@yinson.com

(Whistleblows in other languages will also be accepted)



Scan the QR code for more information on whistleblowing at Yinson

CORPORATE COMPLIANCE REVIEW

Leveraging data & digitalisation for enhanced decision-making

Year by year, new directives and regulations are adding complexity to compliance operations across all industries. We believe that navigating this evolving landscape is essential to retain a competitive advantage.

Yinson leverages on digital transformation initiatives to manage our compliance matters to stay ahead of issues that may hamper the effectiveness of our compliance practices. Through digitalisation, we aim to move away from manual processes and break down silo approaches in governance by providing access to critical and up-to-date information that enables effective decision-making.

Some of these endeavours are described in the 'Data and digitalisation' section above, with many other efforts planned in the coming years to cater for our growth into new business areas and territories. We are cognisant that our diversification into green technologies and renewables, as well as our expansion into new territories opens up new compliance risks which must be anticipated and managed. We will continue to invest in robust, global-standard platforms that help us to manage these risks, turning them into opportunities to take a leading position in corporate compliance.

For example, we are embarking on the automation of the risk management data and risk registers through the implementation of IT risk management system to ensure there is a consistent and streamlined risk assessment being conducted. The system will help the Group and business functions to update and manage risk information in a more effective and timely manner. In addition, it will provide a more holistic and up-to-date risk dashboard reporting and monitoring.

Building local knowledge & competencies

As the Company grows into new geographical locations and business areas, a key strategy is to build a team of local compliance representatives who are well versed with the local compliance landscape.

The presence of compliance representatives ensures that compliance issues are properly communicated, and local compliance issues also quickly identified, flagged for action and executed. The Corporate Compliance function at Group-level works closely with the local representatives to provide guidance and respond proactively to unique local compliance issues. We also hold quarterly meetings with compliance representatives to receive and give updates on all matters arising.

Great effort is made to ensure that local compliance representatives are engaged on the relevant compliance policies' implementation to embed the adherence of the policies throughout the Group. We believe that building a strong network of representatives who are passionate about compliance advocacy and matters on the ground is key to creating a global compliance culture in every Yinsonite – which is our strongest defence against compliance risk.

In addition, in December 2021, we decentralised the quarterly risk assessment process, with designated risk coordinators appointed for the various business segments and entities to facilitate the internal risk assessment process. With the Governance, Risk Management and Compliance ("GRC") Department providing alignment at the Group level, this has served to improve the accuracy of the risk assessments, enabling us to take the appropriate actions to handle risks for the best interest of the Group and our stakeholders.

CLOSING REMARKS

We are deeply committed to raising the standards of Yinson's compliance culture and standards, as we believe this is key to address crucial global socio-economic and environmental risks, as well as the current and emerging risks that will arise as we continue to grow.

Corporate compliance is a foundational building block that must underpin everything that Yinson does, and we will continue to uphold the highest standards to ensure we can continue delivering value to our stakeholders, both now and in the future.