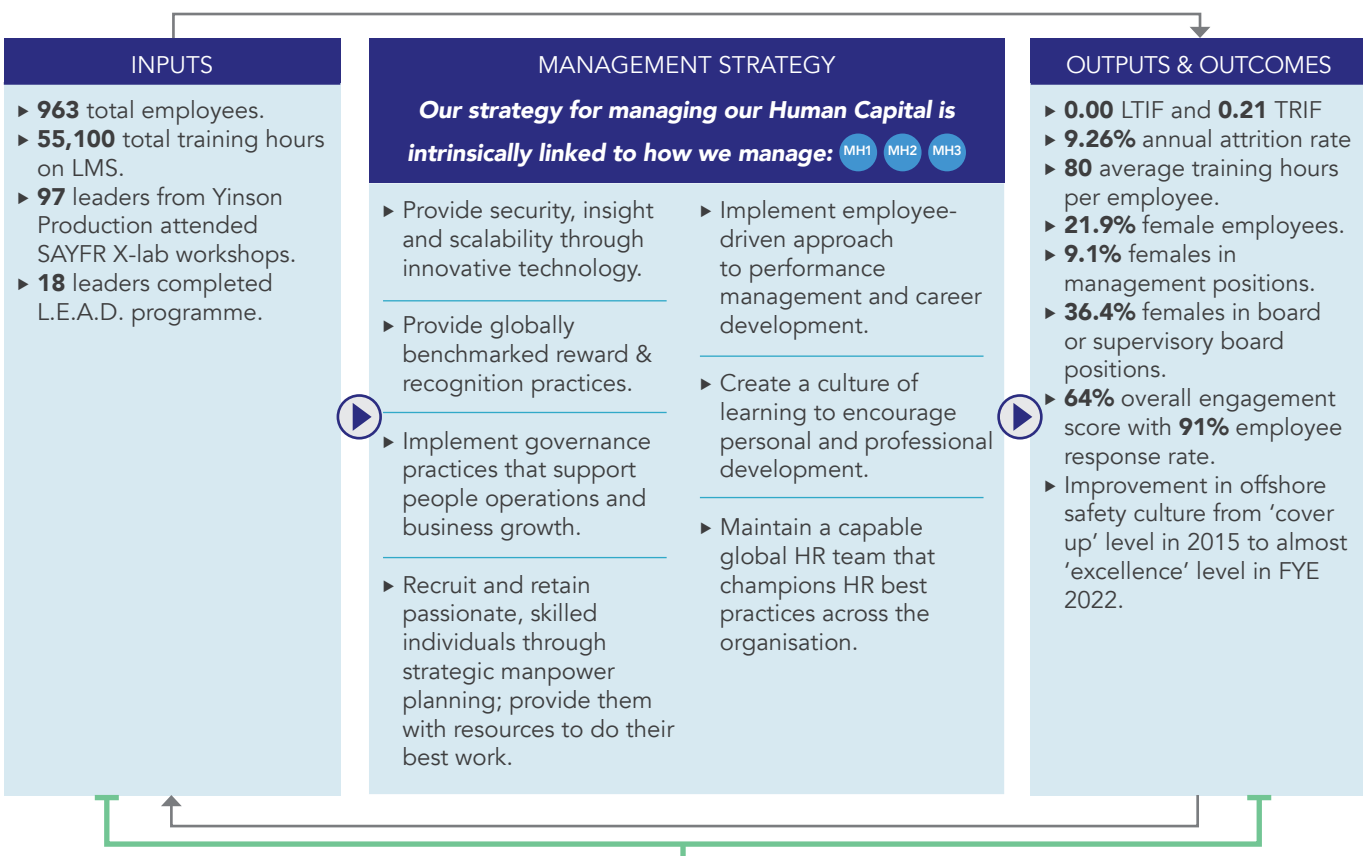


HUMAN CAPITAL

Human Capital refers to our people’s competencies, capabilities and experience, as well as their motivations to innovate and align to the Group’s vision, mission, strategies and goals. At Yinson, our Human Capital consists of our onshore employees and offshore crew.

‘Human Capital Development’, ‘Operational Health & Safety’ and ‘Human & Labour Rights’ are three of Yinson’s material topics, identified during our materiality assessment. The first topic was identified as a topic and where Yinson can lead, while the second and third topics were identified as topics which can add operational value to Yinson. Our people are our most valuable stakeholder group, without which it would be impossible to execute any of our plans effectively. As individuals who spend the greater part of their day contributing towards the success of our organisation, employees are the key to maximising the output and outcomes of all our other Capitals. Our approach to managing Human Capital centres around providing employee-driven solutions that are relevant, add value, and enable our people to succeed.



HOW YINSON MANAGES OUR HUMAN CAPITAL



GOALS

Zero health and safety issues across our assets.	Achieve leadership position as employer of choice.	Enhance employees’ growth and development to support sustainable business growth.
--	--	---

HUMAN CAPITAL

MH1 MATERIAL TOPIC: HUMAN CAPITAL DEVELOPMENT	
<p>DEFINITION OF MATERIAL TOPIC Maintain our standing as an employer of choice through utilising competitive programmes that attract, retain and reward employees.</p>	<p>IMPACTS</p> 
<p>WHY IS THIS TOPIC MATERIAL TO US? Dramatic changes to the labour market have caused big shifts in workforce dynamics, with employees placing increasing importance on factors such as workplace flexibility, benefits, working environment, company culture and sustainability performance. Additionally, global skilled labour shortages, including in the oil & gas industry, is causing a fierce competition for talent. Yinson needs to actively work to maintain its standing as an employer of choice in order to continuously attract and retain top level talent. We aim to do this by implementing all facets of our strategy for managing Human Capital, including Reward & Recognition, Resourcing, Talent & Performance Management and Learning & Development.</p>	
<p>CHALLENGES</p> <ul style="list-style-type: none"> • Companies that do not continually review their organisation’s core competencies requirements to suit changing business needs may risk having a workforce that is unable to deliver business commitments. • Inability to retain employees may result in loss of knowledge and competencies, higher costs incurred to hire/retrain replacements and a decrease in employee morale due to overwork. • High employee attrition may lead to reputational risk, compromising a company’s ability to attract talents moving forward. • Companies who do not effectively manage succession planning may risk having vacancies in critical roles. • Companies that do not continually invest in employee wellbeing, learning & development, performance management and other retention measures could risk talent departure. 	<p>OPPORTUNITIES</p> <ul style="list-style-type: none"> • Constantly investing in employee talent development will ensure the workforce is able to meet demand for new skills and capabilities needed to deliver business strategies. • New business opportunities and greater value may be unlocked from training and empowerment of employees. • A strong reputation as a company that prioritises human capital development may provide a competitive edge when attracting talent. • Companies which engage with, appreciate and take care of their employees are more likely to retain them even if poached by a competitor.
Management approach	
<p><i>HR Transformation Plan</i></p> <p>Yinson continues to roll out our HR Transformation Plan, which aims to provide employee-driven solutions that are relevant, add value and enable our people to succeed. The Plan aims to establish global consistency, deliver HR solutions that can be enacted locally across our global offices, leverage on digitalisation and create agile HR framework that can adapt through change. This transformation journey is driven by the Group HR function with support from Senior Management and all business leaders.</p> <p>Some of the key milestones in our HR transformation journey includes:</p> <ul style="list-style-type: none"> • Enhancement of HR governance documentation including Employee Handbook, Grievance Policy, Disciplinary Policy, Group Travel and Expenses Policy & Procedure and Succession Planning and Management Policy & Procedure. • Launch of our LMS to host and manage learning resources for all employees. • Launch of the Global HRIS as a single, unified HR solution for the company. The Global HRIS will be expanded to include performance management, recruitment & onboarding, succession & compensation. • Embarked into the Total Rewards Strategy Project to review the Group’s approach to rewards across the business. • Establishment of Yinson Future of Work Philosophy outlining the management’s commitment to provide richness of choice, flexibility and autonomy to our leaders, teams and employees. 	
 People Review, pg 82	

HUMAN CAPITAL

Diversity, Equality & Inclusion

A strong commitment to DEI underpins our HR Transformation Plan. We believe that our diversity is our strength, and it helps us to excel on a global playing field. Our DEI Policy guides our approach to strengthen our diversity objective, ensuring an open and all-inclusive working environment for our employees.



Diversity, equality & inclusion, pg 84

The wellbeing of our people

We aim to create a working environment where our people can feel safe, happy and free from the worries of health-associated risks. We believe when the wellbeing of our employees and their families are taken care of, our people will be able to deliver their best work. For example, great effort was taken during periods of remote working to care for and engage with our employees, to minimise the effects of fatigue and stress on employees' physical and mental health. As restrictions lifted, we began a phasic approach to reopening our offices, and Yinson continues to support a hybrid working model in our office locations. Yinson also endeavours to create a vibrant work environment that is conducive for collaboration and both physical and mental wellbeing.



Work-life balance, pg 92; The wellbeing of our people, pg 94

Talent acquisition

Yinson has built our leadership position in ESG and sustainability, allowing us to build a strong employer brand as a company that cares about the environment, our people and our communities. We believe our industry-leading sustainability practices, complemented with stable financial performance and strong corporate governance track record, are key to attracting a skilled and motivated workforce whose values align to ours.

We are committed to supporting the local workforce in the areas that we operate, in order to strengthen the local economy and enable transfer of talent. We believe this creates a healthy operating environment in order for us to continue growing and thriving.

Yinson also believes in investing in the emerging generation through our internship and graduate programmes. In FYE 2022 we ran such programmes in Ghana, Malaysia, Singapore and Norway as part of our commitment to building the local workforce and building the next line of leadership within the company.



Local workforce, pg 88; Talent acquisition, pg 94

Talent retention

Yinson aims to have an effective and comprehensive retention strategy that encompasses all aspects of an employee's career and wellbeing. These include having a solid learning & development programme, reward & recognition scheme, and performance management systems and processes. We also aim to make our hybrid work model even more attractive, allowing greater flexibility for our people to pursue their personal and professional interests. Further, we will work on continually enhancing our DEI practices and organisational culture to help our people appreciate each other's uniqueness and ability to contribute towards the same vision and mission.



Reward & recognition, pg 89; Talent retention, pg 95

HUMAN CAPITAL

MH2 MATERIAL TOPIC: OPERATIONAL HEALTH & SAFETY

DEFINITION OF MATERIAL TOPIC
 Provision of secure working conditions and systems to safeguard human health and wellbeing in all operations.

IMPACTS

S1 S2 S3 S4 S5 S6 S7 S8 S9
 S10 GS1

WHY IS THIS TOPIC MATERIAL TO US?
 As a player in the offshore production industry, Operational Health & Safety is a key topic of concern, as any major safety incidents on any of our assets could result in injury or loss of life, asset or environmental damage or financial and reputational impact. A robust HSE regime is able to keep our crew safe and prevent major safety incidents, protecting Yinson from financial, operational, reputational and legal ramifications. This theme is supported by continuous improvements that are undertaken by the HSEQ Department.

RISKS

- Lapses in HSE regime may result in safety incidents, or in the very worst scenario, loss of life, which could have catastrophic financial, operational and reputational impacts on a business.
- Poor HSE performance may have negative operational impact such as damaged assets, loss of uptime, while financial impact can be seen through cost required for crew recovery or asset repair.
- This material topic is a basic necessity for the industry, hence doing well may yield rapidly diminishing marginal benefits.

OPPORTUNITIES

- A robust HSE regime keeps offshore personnel safe and prevents the occurrence of major incidents, leading to higher stakeholder confidence in the company.
- A strong HSE record can be a key differentiator in the FPSO business when it comes to securing financing, as investors, bankers and lenders scrutinise a company's safety performance as part of their due diligence process.
- Strong HSE performance leads to reduced downtime – and thus better reliability of our assets and people-related processes.
- Leveraging technological innovations such as real-time sensors and remote monitoring may yield further improvements in a company's HSE performance – a further differentiator that could set an FPSO contractor apart from its competition.

Management approach

Yinson is committed to safeguarding the health and safety of our employees, subcontractors and assets, as well as minimising Yinson's environmental impact. Yinson takes all measures to control risks, yet we understand that emergencies can still happen. Our goal is to have zero health and safety issues across our assets.

HSE governance

Yinson's HSE governance framework starts at the top, with our Senior Management taking on responsibility for internal HSE governance. HSE performance and initiatives are reported to Senior Management monthly. Our Health & Safety Policy guides Yinson's commitment to the highest standards with respect to HSE matters. Yinson applies an integrated HSE Management System which outlines key procedures for identifying, analysing, evaluating and managing requirements in accordance with both HSE and quality standards. The HSE Management System conforms to all guidelines and standards established for our industry, and is certified to ISO 9001:2015, ISO 14001:2015 and ISO 45001:2018.

Industry-leading operations and safety performance, pg 104; People review, pg 83

Operationalising HSE

In terms of HSE, contractors are covered by the same principals, procedures and targets applicable to our employees. Safety controls of our operations are safeguarded by a robust framework which includes:

- HSE Coordination Committee is tasked with formulating and coordinating activities as per HSE requirements, providing oversight of hazardous works, monitoring of HSE performance and reviewing issues.
- Pre-screening and pre-qualification of vendors through our VRP.
- HSE Manual and Project HSE Plans outlines requirements for compliance to all applicable HSE regulations, standards, codes, recommendations and guidelines as per statutory, government or other applicable regulations.
- Regular safety training and development programme.
- HSE Reporting, which adopts Kelvin TOP-SET methodology for incident investigation.

HUMAN CAPITAL

External HSE Audits are held in accordance to all applicable industrial standards. Yinson Production adheres to the ISO standards of which we are certified and Regulus Offshore adheres to the ISM Code. Our internal HSE audits are conducted annually covering offices, all offshore and marine assets.

Emergency response programmes

The nature of our industry requires that we commit towards managing emergencies, however unlikely they may be. Our approach towards emergency response programmes are set out within our ISO 45001-certified HSE Management System and include the following elements:

1. Define Situation of Hazard and Accidents
2. Emergency preparedness programmes
3. Emergency response plans
4. Local emergency response teams



Scan this QR code for more information on how we operationalise HSE and our emergency response programmes

Safety Culture Transformation programme

We believe the most effective way to prevent mistakes from escalating into major incidents is to build a culture where our people embrace failure. Yinson has been working systematically to develop and improve our safety culture since 2015. The SAYFR Framework was adopted to measure and benchmark our safety culture performance against the best performers in the industry. Our structured and diligent work over the years have resulted in a very high safety culture in the organisation. We continue to implement the latest SAYFR methodologies and digital tools to further enhance our safety culture and create a flexible learning environment. In FYE 2022, our offshore and onshore crew leaders took part in "X-lab Workshops" facilitated SAYFR safety experts, where safety leadership behaviours and dilemmas were explored and discussed.



HSE performance, pg 99; Industry-leading operations & Safety Performance, pg 104; Sustainability in our operations & projects, pg 123

HUMAN CAPITAL

MH3 MATERIAL TOPIC: HUMAN & LABOUR RIGHTS	
<p>DEFINITION OF MATERIAL TOPIC Maintenance of key principles relating to HLR standards as those defined by international conventions.</p>	<p>IMPACTS</p> <div style="display: flex; align-items: center;"> <div style="display: flex; gap: 5px;"> <div style="background-color: #c00000; color: white; padding: 2px; font-size: 8px; font-weight: bold;">8</div> <div style="font-size: 8px; font-weight: bold;">ESGAL FEMALE AND ECONOMIC GROWTH</div> </div> <div style="background-color: #e67e22; color: white; padding: 2px; font-size: 8px; font-weight: bold;">9</div> <div style="font-size: 8px; font-weight: bold;">INDUSTRIALIZATION AND INFRASTRUCTURE</div> </div> <div style="display: flex; justify-content: center; gap: 10px; margin-top: 5px;"> <div style="background-color: #0070c0; color: white; border-radius: 50%; padding: 2px 5px; font-size: 8px;">S1</div> <div style="background-color: #0070c0; color: white; border-radius: 50%; padding: 2px 5px; font-size: 8px;">S2</div> <div style="background-color: #0070c0; color: white; border-radius: 50%; padding: 2px 5px; font-size: 8px;">S3</div> <div style="background-color: #0070c0; color: white; border-radius: 50%; padding: 2px 5px; font-size: 8px;">S4</div> <div style="background-color: #0070c0; color: white; border-radius: 50%; padding: 2px 5px; font-size: 8px;">S5</div> <div style="background-color: #0070c0; color: white; border-radius: 50%; padding: 2px 5px; font-size: 8px;">S7</div> <div style="background-color: #0070c0; color: white; border-radius: 50%; padding: 2px 5px; font-size: 8px;">S8</div> <div style="background-color: #0070c0; color: white; border-radius: 50%; padding: 2px 5px; font-size: 8px;">S9</div> <div style="background-color: #0070c0; color: white; border-radius: 50%; padding: 2px 5px; font-size: 8px;">S10</div> </div> <div style="display: flex; justify-content: center; gap: 10px; margin-top: 5px;"> <div style="background-color: #0070c0; color: white; border-radius: 50%; padding: 2px 5px; font-size: 8px;">GS1</div> <div style="background-color: #0070c0; color: white; border-radius: 50%; padding: 2px 5px; font-size: 8px;">GS5</div> </div>
<p>WHY IS THIS TOPIC MATERIAL TO US? Basic human rights and fair employment are fundamental aspects of any responsible business. These basic rights are based on the principles of dignity, fairness, respect and equality. Human rights offers a common framework to understand societies' expectations and deliver value to stakeholders in a more sustainable way. At Yinson, we support and respect the observance of human rights in all our operations. It refers to the fair and humane treatment of all employees; treating everyone with respect, and having zero tolerance for discrimination, harassment or bigotry. Additionally, it is imperative that we maintain fair employment, fair remuneration and diversity in the workplace. Fair business and employment practices foster a productive work environment and an atmosphere of trust among employees, suppliers, and other stakeholders. At the same time, diversity pushes innovation through the exchange of perspectives and experiences.</p>	
<p>CHALLENGES</p> <ul style="list-style-type: none"> Non-adherence to HLR standards could give rise to lawsuits and long-term reputational harm. A company with poor HLR standards may not be able to attract and retain employees. A company with a poor HLR standards may experience lower stakeholder confidence, resulting in challenges such as securing new sources of funding, lower governance scores, exclusion from sustainability indexes and losing out on business opportunities. 	<p>OPPORTUNITIES</p> <ul style="list-style-type: none"> Good HLR practices will help protect brand equity, with reputational risks safeguarded. Fair employment considerations such as diversity and inclusivity may lead to reputational uplifts, attracting talent from a wide spectrum of backgrounds and cultures. HLR performance is an important ESG consideration, thus contributes to inclusion in sustainability indexes and other sustainability-linked business opportunities including funding. HLR performance is an important criteria in the selection of business partners and vendors, as well as during project bids, with international companies increasingly emphasising it as a pre-requisite for eligibility.
Management approach	
<p>At Yinson, we adhere to Yinson's HLR Policy which demonstrates our commitment to international human rights principles which include among others, the Universal Declaration of Human Rights and the International Labour Organization's (ILO) Declaration on Fundamental Principles and Rights at Work. Further, we observe the MNE Declaration where we actively implement Group-wide measures to avoid causing or contributing and to prevent and remedy violations of HLR where identified. The objective of our commitment is to ensure our activities are governed by human rights principles and applied to all employees, contractors and any third party across our operations. This extends to the rights of host communities, contracted partners, employees, and all other stakeholders which whom we interact across our value chain.</p> <p>Yinson treats all employees fairly and honestly. We adhere to all relevant labour laws that protect employees' rights, including providing competitive salaries and benefits. We also do not tolerate or engage in forced labour in any form including modern slavery in any shape. At Yinson, we respect the rights of our employees to freedom of association, freedom of opinion and expressions and collective bargaining.</p> <p>As we continue to expand globally, Yinson embraces the different backgrounds of all employees. DEI underpins our HR Transformation Plan, and we are committed to upholding these principles to provide an open and all-inclusive working environment where our employees feel safe to speak up without fear of discrimination. To promote equality, our HR Transformation Plan has taken a proactive approach towards equitable pay. We have reviewed our current approach to rewards across the business under the Total Rewards Strategy Project. A Group-wide total rewards philosophy is currently being formulated with detailed action plan for equitable pay being developed.</p>	
<p> <i>Compliance of our supply chain & third parties, pg 73; Vendors & suppliers, pg 128</i></p>	