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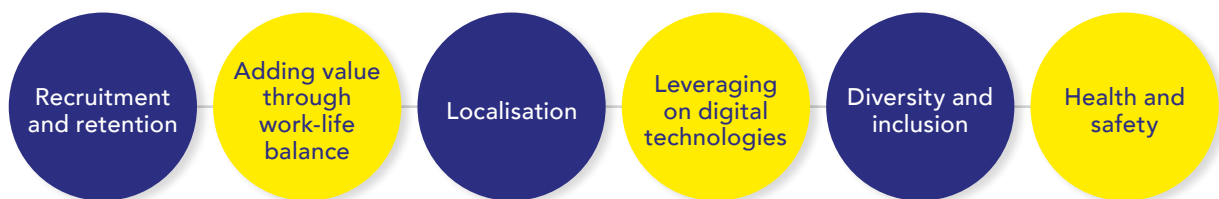
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HUMAN CAPITAL

At Yinson, our employees and crew are considered a core capital. The skills, happiness, engagement and safety of our people are the foundation of our success and play a key role in achieving our business objectives.

Yinson shapes its goals for Human Capital around the following priority areas:



RECRUITMENT AND RETENTION

GOALS SET FOR FYE 2020	PROGRESS	FOCUS FOR FYE 2021
Recruitment and retention of high-quality employees and crew	<ul style="list-style-type: none"> • Successfully recruited and manned all offshore crew to support projects and operations • Launched L.E.A.P • Established partnerships with Malaysian and Singaporean universities • Engaged employees through engagement survey and 360 assessment for leadership group 	<ul style="list-style-type: none"> • Recruit and man all offshore crew to support projects and operations • Expand L.E.A.P to Projects Headquarters • Continue to build and develop existing university partnerships • Maintain attrition rate of 5% or below • Improve staff engagement scores to 67%
Personal and professional skills development	<ul style="list-style-type: none"> • Training and Development Policy approved by the Board • Carried out first Human Capital Development initiative, 'Yinson Up' 	<ul style="list-style-type: none"> • Continuation of 'Yinson Up' initiatives across other offices • Identification of learning and development needs that support continuous professional development
Performance recognition	<ul style="list-style-type: none"> • Launched long service awards 	<ul style="list-style-type: none"> • Review approach to performance management • Establish more avenues to recognise and reward employees and crew

Recruitment and retention of high-quality employees and crew

Yinson focuses on recruiting employees who align to our Core Values, and we prioritise this 'team' mindset highly alongside the potential hire's skillset and experience. With the uptake in the global FPSO industry, we are cognisant that the competition for talent is fierce, and Yinson must invest on being an employer of choice to deliver on our commitments to all our stakeholders.

Yinson's steady growth of employee numbers correlates with the Group's growth, as we build our team according to the needs of the projects we undertake. As part of our strategy to retain our employees, the Group first looks inwards for internal transfers to fill new job positions before looking outwards.

For our offshore crew, our achievements for FYE 2020 are as follows:

- Successfully recruited and manned all offshore crew for FPSO Helang to support transfer from projects into operations
- Recruitment and manning of all offshore crew for FPSO Abigail-Joseph is underway and on track for transfer from projects into operations in FYE 2021

- Successfully supported ongoing operations in Ghana and Nigeria for FPSO JAK and FPSO Adoon
- Successfully recruited for all Headquarters and base offices.

FYE 2021, we will continue to support ongoing operations in Ghana, Nigeria and Malaysia, while also recruiting pre-ops crew for our asset under construction, FPSO Anna Nery.

Yinson welcomed its first batch of two apprentices to join us under L.E.A.P in October 2019. During the 2.5-year programme, our apprentices have a chance to rotate to all departments within the Corporate Advisory Office, including one month of shadowing and mentorship with a member of Yinson's C-suite. We are planning to expand L.E.A.P to attract engineering graduates in our Singapore office in the near future.

Yinson also ran trainee programmes for our Ghana and Nigeria operations and continued to build partnerships with local tertiary education institutions.



Localisation (pg 89),
Local communities (pg 110)

While we celebrate the growth of the Group, we are aware that this same growth brings its

own set of challenges including impacts on corporate culture, staff engagement and attrition rates. Yinson's recruitment and retention strategy focuses on reinforcing company culture and Core Values, talent management and performance recognition.

We ran two Group-wide employee surveys in FYE 2020. The first survey covers office-based employees on their engagement levels, whilst the second is a 360 survey for our leadership team, from team leaders to our MC.

227 employees completed the first survey, representing 79% of employees. Yinson's overall engagement score was 63%, placing us in the 'moderate' zone. The survey highlighted key strengths of Yinson as 'Diversity and inclusion', and 'Empowerment and autonomy'. Meanwhile, results also pointed to opportunities for the Group to invest in infrastructure and improve on how we recognise and reward our employees. An action plan has been developed and has begun to be implemented. We hope to see engagement levels rise to at least 67% when the survey is repeated in FYE 2021.

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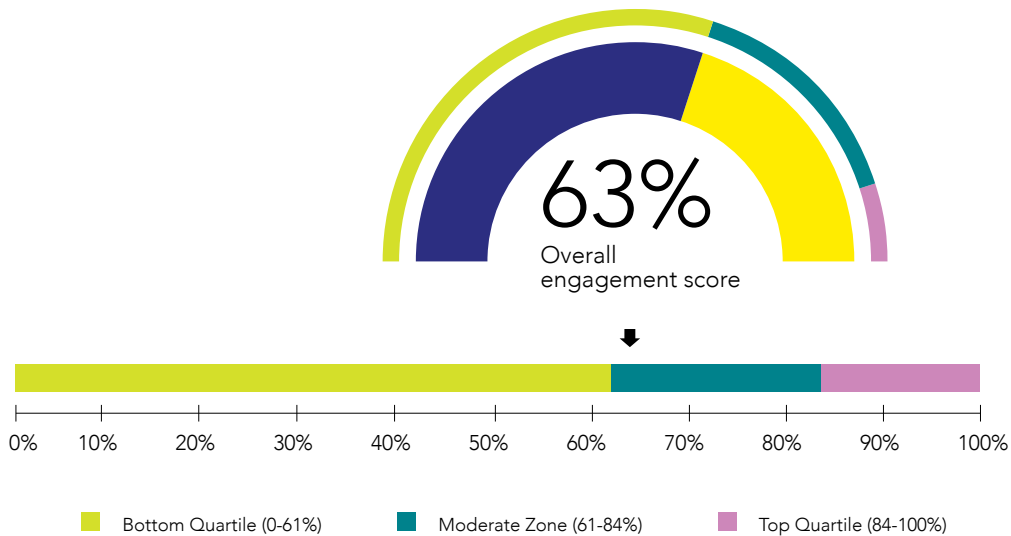
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Results of FYE 2020 Group-wide employee survey



External benchmarks

<p>↓ 23 points 86%</p> <p>Best Employers Malaysia (2019)</p>	<p>↓ 2 points 65%</p> <p>APAC OIL, Gas & Consumable Fuels (2018-2019)</p>	<p>↓ 21 points 84%</p> <p>Best Employers APAC (2019)</p>	<p>↓ 4 points 67%</p> <p>Malaysia Norm (2018-2019)</p>
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The 360 assessment was undertaken by 59 Yinson leaders. It rated Yinson’s leadership against 11 leadership competencies, highlighting areas where the leadership group was most aligned, as well as untapped areas and ‘blind spots’. Individual leaders were subsequently presented with their personal results and received one-on-one coaching, addressing key areas for improvement. We see this focus on leadership development as an important way to maintain high ownership and engagement levels across the Group.

Personal and professional development



Yinson believes that career development planning is

important for all employees and is a key component of the performance management process.

Development activities focus on:

- Identifying training and development needs through regular performance appraisal processes
- Working out individual development plans which encourage taking on higher roles and responsibilities
- Upgrading skillsets
- Encouraging adaptability and mobility.
- Highlighting opportunities for internal movement.

The Group’s Training and Development Policy was approved by the Board on 26 June 2019. This is a key way the Group seeks to develop employees in their individual capacities towards achieving their personal development goals whilst ensuring succession within the Group. The Policy covers in-house training, external programmes, and company sponsorship of approved training programmes across all offices. We have further committed within the document to provide financial assistance to employees who seek training to enhance their core competencies. We do not currently provide any transition assistance programmes for cases of employee retirement or termination.

Percentage of employees receiving regular performance and career development reviews in FYE 2020

100%

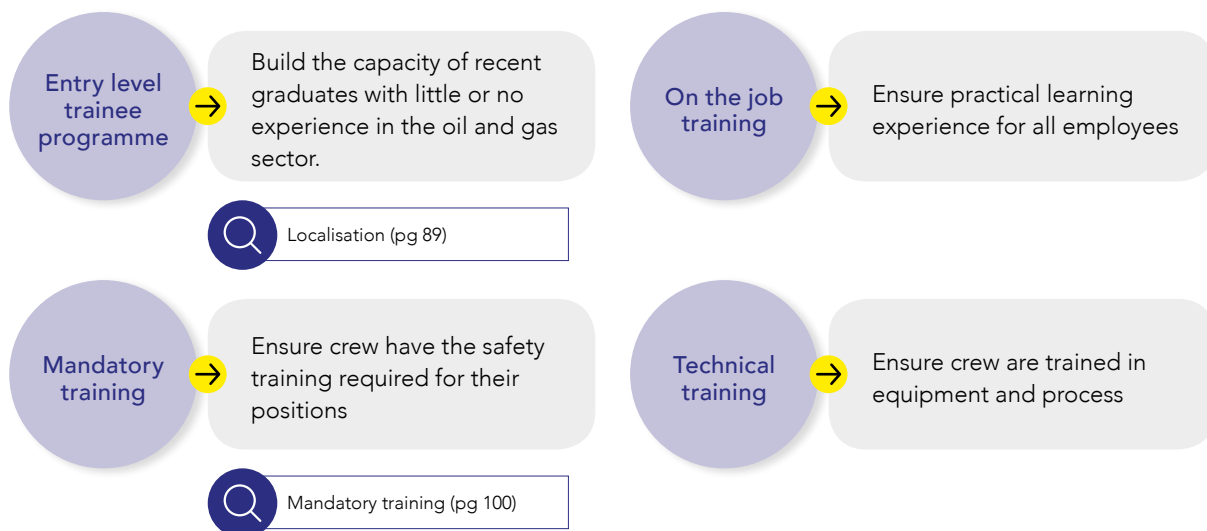
We have two-way performance reviews that promote conversation between line managers and corresponding subordinates. The appraisal process covers all employee levels, from junior to senior management. This structure encourages the alignment of expectations, as well as the bridging of skill gaps for better career development through identification of relevant training needs.

During the financial year, Yinson launched a programme called 'Yinson Up', or 'Yup' for short. These are human capital development events designed to improve employee performance, capabilities and skills. The first Yinson Up event, held from 9 to 10 January 2020, saw 70 Yinson leaders from across the Group's global offices coming together for two days of training and strategy alignment to gear up for the high growth period ahead. Future events will target other employee groups within the organisation.

At Yinson, we recognise that the training and competence of our crew are crucial pre-requisites for safe execution of FPSO operations, high productivity, effective succession planning, crew motivation, commitment, career development and knowledge retention for the Company.

A rigorous competency and training matrix is developed for each asset and deployed across its crew. Every training course is followed by a competence assessment.

For offshore crew, the matrix broadly comprises of the following types of training:



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Performance recognition

In FYE 2020, Yinson began rewarding employee loyalty through long service awards, with 38 Yinsonites recognised for being with us for five years or more.

We continued rewarding employees through our Employees’ Share Scheme (“ESS”), where eligible employees are rewarded based on their performance and the duration of their service, among other criteria. 101 Yinsonites were invited to participate in ESS in FYE 2020.

Various communication channels are used to celebrate performance at work and lessons learnt, such as our corporate intranet, town hall meetings, team meetings and other internal events.

ADDING VALUE TO BUSINESS THROUGH WORK LIFE BALANCE



PROGRESS IN FYE 2020	FOCUS FOR FYE 2021
<ul style="list-style-type: none"> • Enhanced flexible working hours options • Introduction of ‘Work from home’ arrangements for KL and Singapore offices • Examination leave introduced • Enhancement of annual, medical, maternity and paternity leave benefits • Monthly ‘Family day’ introduced in Singapore office • Increase in family-friendly CSR events • KL and Singapore offices received ‘Best Employer to Work for in Asia Award 2019’ by HR Asia 	<ul style="list-style-type: none"> • New KL office to incorporate family-friendly facilities • Implementation of healthier meals at work • Review approach to flexible working hours and arrangements, incorporating learnings from Covid-19

At Yinson, we recognise our employees’ families as an important internal stakeholder group. We realise that how happy our employees are outside of work directly affects how productive they are at work, so we strive to be an employer of choice in all the regions where we operate by improving work-life balance.

Our efforts have earned our KL and Singapore offices recognition as the ‘Best Companies to work for in Asia’, an award given by HR Asia. FYE 2020 is the second consecutive year the KL office has received this award.

We enhanced our flexible working hours options from the two time-slot options introduced in FYE 2019 to four for the KL office. Meanwhile in other offices, we maintained our practise of having employees in the office during core working hours, giving them the flexibility to make arrangements to arrive and depart any time outside of core working hours.

Yinson piloted ‘Work from home’ arrangements for KL and Singapore offices in FYE 2020. Under the pilot, employees may apply to work from home a maximum of two days

per month. This arrangement has been taken up by around 10% of employees as at the end of FYE 2020, with no drop in productivity recorded.

In FYE 2021, we aim to review our approach to flexible working hours and work from home arrangements following the pilot in Malaysia and Singapore, as well as our Covid-19 experience.



Yinson’s Covid-19 response (pg 33)

We also introduced examination leave, complementing our focus on employee training and professional development. Additionally, in Malaysia, we extended our maternity leave from 60 days to 120 days and paternity leave from two days to 14 days. The allocations have surpassed industry norms.

We sought to involve and appreciate our families more this year. Our Singapore office

introduced a monthly 'family day', where employees are encouraged to leave the office early and spend time with their families. We also made a conscious effort to select CSR events which can involve our families. For example, all three beach clean-up events in Miri, Singapore and Kuala Lumpur, as well as Project FPSO Abigail-Joseph's tree planting activity saw our loved ones joining in.

The KL office is looking to move to new premises during FYE 2021. One of the key considerations for the design of the new premise is to make it as family-friendly as possible, with facilities including a fully equipped nursing room and childrens' play area.



Corporate Social Responsibility
(pg 110)

LOCALISATION

GOALS SET FOR FYE 2020	PROGRESS	FOCUS FOR FYE 2021
Launch and execute Nigeria Trainee Programme	12 trainees successfully underwent the Nigeria Trainee Programme	Employ majority of trainees for operations
Continue execution of Ghana Graduate Trainee Programme	20 trainees successfully completed the Ghana Graduate Trainee Programme	Identify opportunities for international secondment within the Group
Hire local workforce	66% local workforce achieved in Ghana office	80% local workforce in Ghana office by 2022

One of Yinson's business strategies is to build a strong local presence in our operating countries. We believe that the more local capacity is created in terms of skilled workforce and experience, the more sustainable our local operations will be. The FPSO business is long-term, with assets continuously operating in their fields for many years. Thus, building a sustainable workforce is paramount.

Nigeria Trainee Programme

Nigeria's trainee programme was launched this financial year, with 12 trainees undergoing a 12-month programme in the pre-ops phase for FPSO Abigail-Joseph. The training programme had four parts:

Entry phase	Relevant medical examinations, engagement contract, required Standards of Training, Certification and Watchkeeping ("SCTW") courses
FPSO familiarisation	Four weeks aboard FPSO JAK followed by a visit to FPSO Abigail-Joseph
Shipyards training	12 weeks of shipyard and classroom training at two Keppel Training Centres in Singapore
Vessel attachment	On-the-job training onboard FPSO Abigail-Joseph and training courses in accordance with the training matrix.

The positions trained for were Junior Maintenance Technician Engineers, Junior Cargo Operators, Junior Field Operators, Electricians, Storekeepers, Fitters and Motormen. It is expected that a majority of these trainees will be employed as crew in operations. We will continue to monitor the modalities for future trainee programmes and crew localisation plans in Nigeria following the completion of crew employment.

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Ghana Graduate Trainee Programme

Ghana’s Graduate Trainee Programme has been in place since the project phase of FPSO JAK. The first batch of 20 trainees underwent training from 2015 to 2017, in six different countries.



At the end of the two years, 15 trainees were identified for offshore assistant positions and five for onshore positions. As at FYE 2020, 10 of the 15 offshore trainees have been promoted to full time positions, while the remaining five are still being assessed through our succession planning programme to take up full time roles. All five onshore trainees have been promoted to permanent positions - four are in based in Ghana as Operations Engineer, Maintenance Engineer and Cost Controller; and one is based in Oslo as Asset and Reliability Engineer.

This trainee programme has now evolved to be included in our offshore crew training programme.



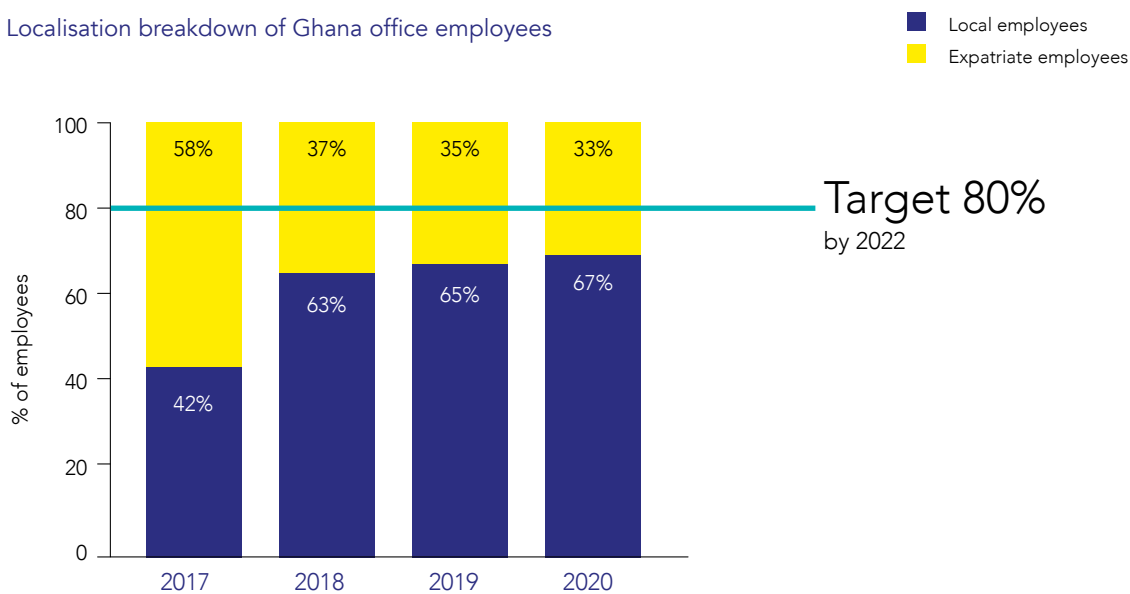
Personal and professional development (pg 86)

Hiring a local workforce

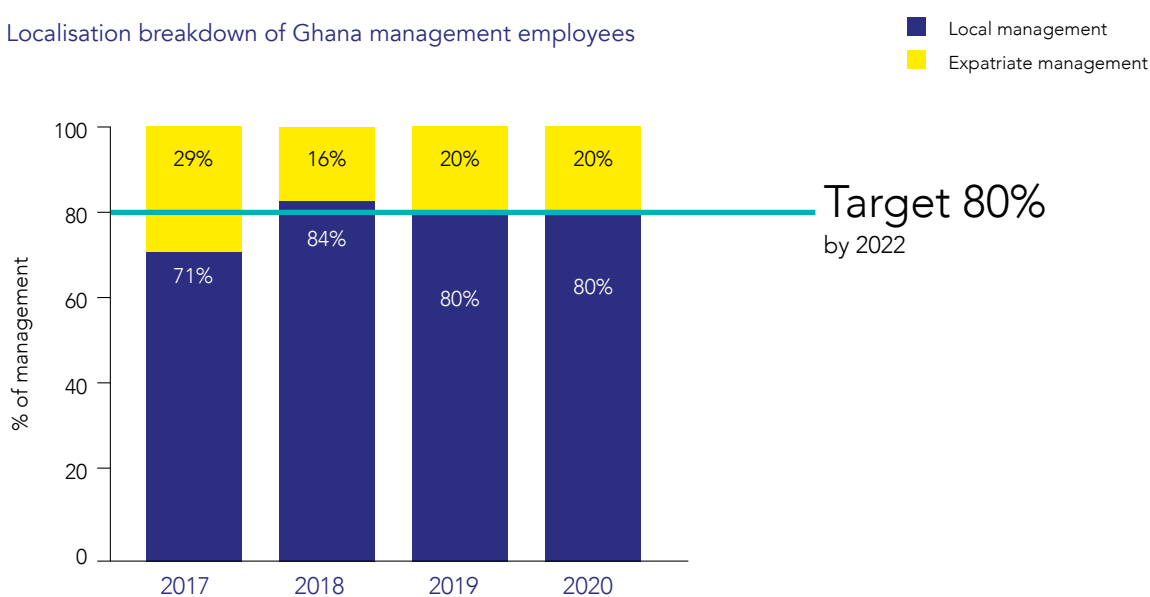
Hiring local workforce has been a focus area for our base offices. For Ghana and Nigeria, such a practice is a part of the local content requirement. We aim to adopt the same practice across the Group as part of our commitment to creating a sustainable local workforce.

For our Ghana office, the contractual agreement is to reach 80% localisation by mid 2022, five years after commencement of operations. As at February 2020, our Ghana office consisted of 33% expatriates and 67% locals, with the local figures including 28 outsourced crew.

Localisation breakdown of Ghana office employees



Localisation breakdown of Ghana management employees



In our Miri office, Malaysians make up 100% of the office, of which 82% are local to East Malaysia. We celebrate the local culture where we can. For example, the opening of our Miri office featured traditional dancers and cuisine, as well as a local lion dance troupe. In Nigeria, all Yinson employees are Nigerian.

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LEVERAGING ON DIGITAL TECHNOLOGIES

PROGRESS IN FYE 2020

- Established digitalisation roadmap and strategy for HR and crewing
- Rolled out online performance appraisal system to KL and Singapore offices
- Launched online flexible benefit claims via app

FOCUS FOR FYE 2021

- Commence execution of the HR digitalisation strategy
- Roll out e-training module
- Continue rollout of online appraisal system to the remaining offices

Yinson aspires to embrace the changing business environment by moving from 'analog HR' to 'new digital HR'. In the traditional 'analog' style of HR, an employee experience could consist of hiring, onboarding, performing, developing, rewarding then retiring. But with digital HR, Yinson aims to enhance our employee experience through:

- Engagement and experience
- Digital competence and leadership
- Social learning and gamification
- People analytics and big data
- Automation and tools
- Digital workplace and mobility.

In FYE 2020, Yinson developed the frameworks and targets for our HR digitalisation project, with a number of initiatives planned for FYE 2021.

In FYE 2020, an online appraisal system was rolled out to our KL and Singapore offices. We aim to complete the roll-out to all remaining offices by the end of FYE 2021. Another enhancement we made was to digitalise the flexible claims process for our KL office, making it easier to submit and track claims requests.

HR digitalisation goals



DIVERSITY AND INCLUSION

10 13 21

PROGRESS IN FYE 2020	FOCUS FOR FYE 2021
<ul style="list-style-type: none"> • Increase COBE-related disclosures • Establish Group-wide communication on whistleblowing channel and company policies on diversity and inclusion 	<ul style="list-style-type: none"> • Establish plan of activity to underpin aspirations in diversity and inclusion


With a workforce spanning 11 countries and over 20 nationalities, we recognise that individuals from every background can make unique and valuable contributions to our business. It is precisely this diversity that helps us excel on a global playing field.

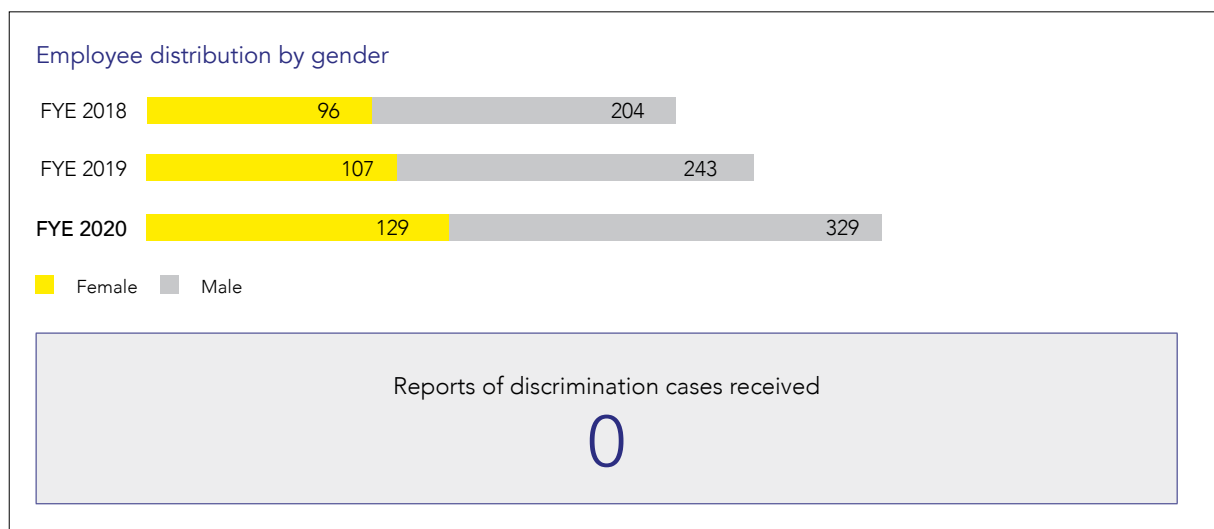
Yinson’s commitment to diversity and inclusion is upheld through Yinson’s HLR Policy and COBE. These documents set our expectations of operating standards for both internal and external stakeholders. Content-wise, they cover key tenets identified within the Universal

Declaration on Human Rights, as well as those established in the International Labour Organisation’s eight fundamental conventions. In line with this commitment, we do not tolerate any form of discrimination or harassment on any grounds including race, colour, ethnicity or national origin, gender or gender identity, sexual orientation, age, religion, disability, marital status or any other legally protected status. In addition, our HLR Policy highlights commitments towards freedom of association and collective bargaining, anti-child and anti-forced labour,

and minimisation of community impacts where we operate.

A key focus for FYE 2020 was educating employees on the principles set out in our ABAC Policy and raising awareness on our whistleblowing channel. Our whistleblowing channel can be used by employees to report violations stemming from COBE-related misconduct, as well as violations of any items under our HLR Policy.

 Yinson’s Code of Conduct and Business Ethics (pg 70)



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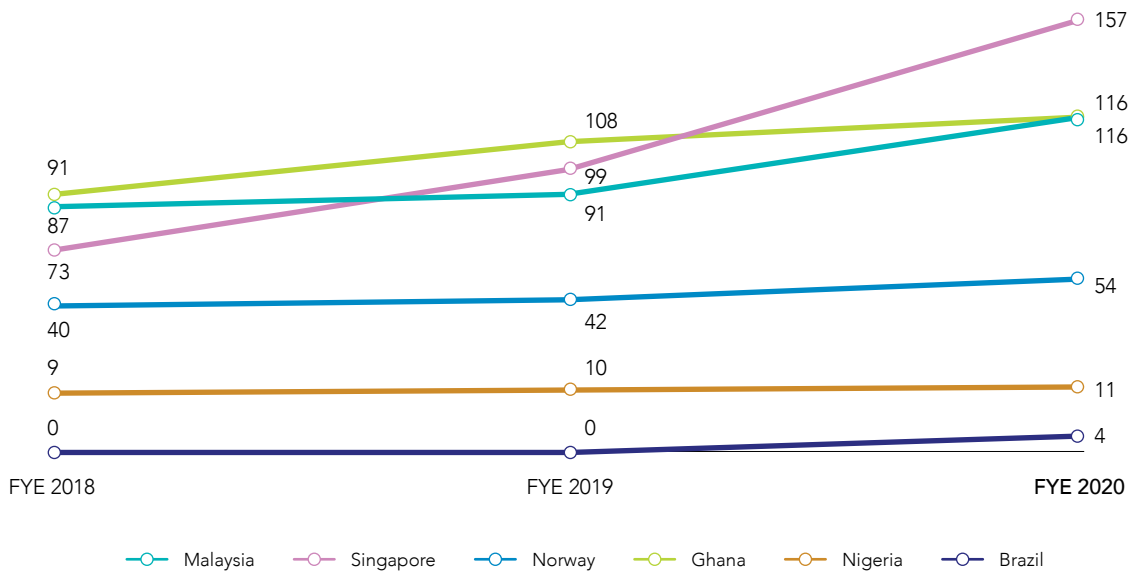
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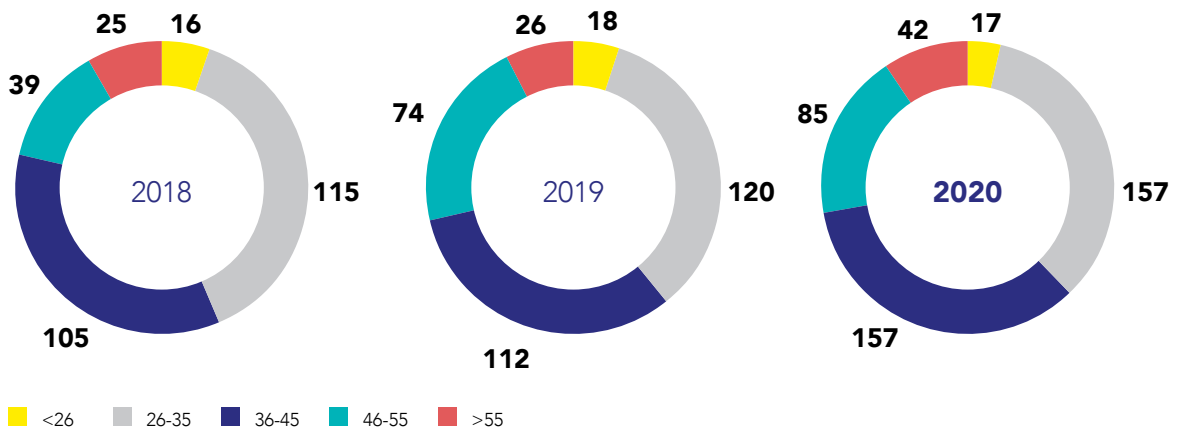
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Employee distribution by country

TOTAL	FYE 2018	FYE 2019	FYE 2020
	300	350	458



Employee distribution by age group



Average attrition rates by country

	FYE 2018	FYE 2019	FYE 2020
Malaysia	0.9%	1.2%	1.3%
Singapore	5.88%	1.11%	7.61%
Norway	n.a.	0.59%	0.37%
Ghana	1.10%	0.92%	0.86%
Nigeria	11%	0%	9.09%
Brazil	n.a.	n.a.	0%

Total number of identified incidents of violations involving the rights of indigenous peoples during the reporting period

0

HEALTH AND SAFETY

1

GOALS SET FOR FYE 2020	PROGRESS	FOCUS FOR FYE 2021
Increase onshore safety and wellbeing	<ul style="list-style-type: none"> Each office took ownership to drive health and wellbeing campaigns and activities in their respective country offices Safety culture was built through awareness campaigns, Safety Moments, safety briefings, fire drills and other safety related initiatives 	<ul style="list-style-type: none"> Increase office participation in health and wellbeing activities in each country office Continuous building of safety culture in onshore offices Provide employees with access to an external Employee Assistance Programme provider
Safety in Offshore Production Division	<ul style="list-style-type: none"> LTI frequency of 0.71 and TRI frequency of 1.42 FPSO Adoon achieves eight years LTI free Executed safety training across the Group Emergency response training carried out in Singapore Expansion of International SOS corporate membership to cover the Group 	<ul style="list-style-type: none"> Maintain strong safety performance across projects and operations phase of assets Develop the safety culture maturity to the next level
Safety in Offshore Marine Division	<ul style="list-style-type: none"> Zero LTIs, Restricted Work Days ("RWD"), First Aid Cases ("FAC"), Loss of Primary Containment ("LOPC"), illness, diseases or near miss cases Executed Equipment & Tools safety campaign Executed Monsoon campaign Received 'Best HSE Performance 2019' and 'Marine Vessel Safety and Operation Excellence' awards 	<ul style="list-style-type: none"> Continuous improvement of the current practice through the Integrated Management System deliverables Enhance competency of health and safety by leveraging on awareness and training capability

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As a responsible employer and reliable business partner, we work diligently to provide a safe working environment to our employees, crew and all who work with us such as our contractors. This is to ensure the business continues to function effectively, and to attract and retain skilled people and business partners. As such, our Group-wide target is to have zero health and safety issues wherever we operate – be it onshore or offshore.

Safety culture is inseparable from our Core Values, and both are embedded in our organisation. We strive to build a culture where our people embrace failure, as we believe this is the most effective way to prevent mistakes from escalating to major incidents, and enables us to learn as an organisation. In addition to our internal company culture, we have safety guidelines established within our contractual agreements with relevant business partners to guide overall project commitments towards safety.

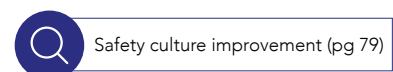
We take a systematic approach to health and safety, and deliver programmes to enhance safety practices across the organisation. Our risk management frameworks and processes, designed to safeguard the health and safety of all employees, are captured via

the integration of our ERM system with our OHSAS 18001: Health & Safety Management systems. We have an internal requirement for auditors of our ISO certifications/ management systems to be certified in ISO 19011 to lead, participate in, and report their respective audit findings. As per the requirements to maintain ISO certifications, audits need to be completed once every three years. Having said that, we have internal audit processes once a year. This is to ensure that our risk identification, assessments and incident investigations are maintained at optimum levels.

In the event of unforeseen circumstances or potential emergencies, we empower our employees to use their best judgment on protecting health and safety through our internal Stop Work Policy, which outlines the Management’s full support towards employee, client and contractor decisions to stop work in the face of potential hazards.

Yinson has run a Safety Culture Transformation Programme since 2015 in collaboration with an external consultant, which evaluates our capacity to effectively embrace failure. Under the programme, our safety culture is periodically evaluated against eight leadership behaviours,

and action plans are developed to address identified gaps. In FYE 2020, we developed digital tools to enhance learning and collaboration, which was identified as one of the improvement areas in FYE 2019 survey.



Onshore safety

The nature of work in offices generally lead to lesser safety risks, relative to the offshore divisions. We reinforce safety culture in our offices as below:

- Observation cards prominently available in every office
- Safety moment segments at every town hall meeting, conducted by HSEQ personnel
- Safety briefings before every event, conducted by HSEQ personnel
- Safety inductions as part of the onboarding process
- Training of employees to function as first aiders, floor wardens and fire marshals
- Basic Occupational First Aid, CPR & Automated External Defibrillator and Building Emergency Response & Basic Fire Fighting training for employees.

Health and wellbeing initiatives in our offices in FYE 2020**KUALA LUMPUR**

The KL office launched 'Lunch and Learn' talks, with themes generally revolving around health and safety, the environment and CSR.

Two safety-related talks that took place are a crime prevention talk by the Malaysia Crime Prevention Foundation and a talk on stress management by our corporate insurance providers.

The KL office also started free 'Workout Tuesdays' for employees, which aim to bring fitness through workout routines including bodyweight and dumbbell exercises.

SINGAPORE

Our Singapore office continued championing the yearly OCBC cycle, with over 30 participants from Singapore and Malaysia taking part this time round.

Salsa fit classes were organised, with classes culminating in an energetic performance during the Singapore office's Annual Dinner.

Breakfast is provided on alternate Mondays to kickstart the week. Also, fruits are served every alternate Tuesday to encourage healthy lifestyles.

OSLO

Our Oslo office's sports club was established, with activities including skeet shooting, and stretching and yoga classes in the office.

The office also introduced regular 'Lunch and Learn' sessions where employees can watch a presentation or a learning video. Plus, healthy lunches, fruits and snacks are provided every day.

Employees in our Oslo office participated in the Rosa Sløyfe-løpet 2019, the Norwegian chapter of the Pink Ribbon Run as a show of support for the Pink Ribbon cause.

In the next financial year, the Oslo office plans to hold lady-style and swing dance classes, among others.

PORT HARCOURT

Yinson's Nigeria office continued their corporate membership of the Python (Air Assault) golf course in Port Harcourt which allows employees to enjoy a game of golf or a walk.

The office also organised a talk on mental health and wellbeing including stress management, where staff learnt how to identify signs of stress and other mental health issues, and received practical tips for managing them.

ACCRA AND TAKORADI

Yinsonites in our Ghana office participated in the Accra International Marathon (AIM) in October 2019, an initiative which we have participated in since 2015. The course ranges from 5km to 42km, and participants are encouraged to combine any activity they like such as running, jogging, walking or dancing during the marathon.

MIRI

Employees in Yinson's Miri office took up membership at the nearby Beach Republic Health and Fitness Club, giving them the opportunity to access facilities and classes for a fit and healthy lifestyle. The club is equipped with a gym, swimming pool, beach volleyball court, badminton court, basketball court and beach football. Employees also have access to zumba and yoga classes.

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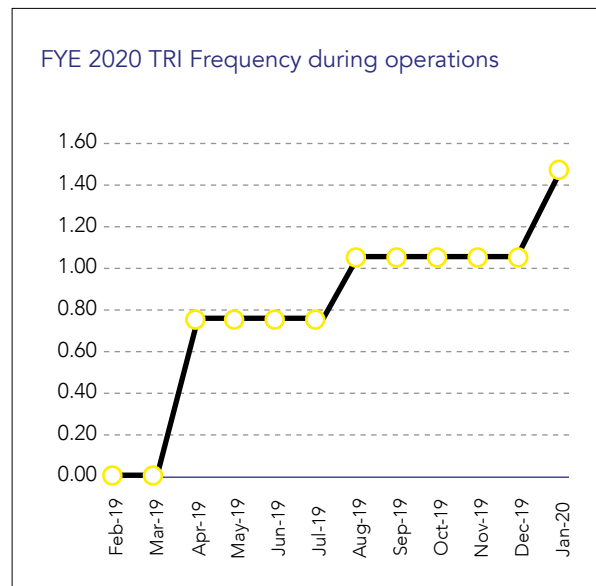
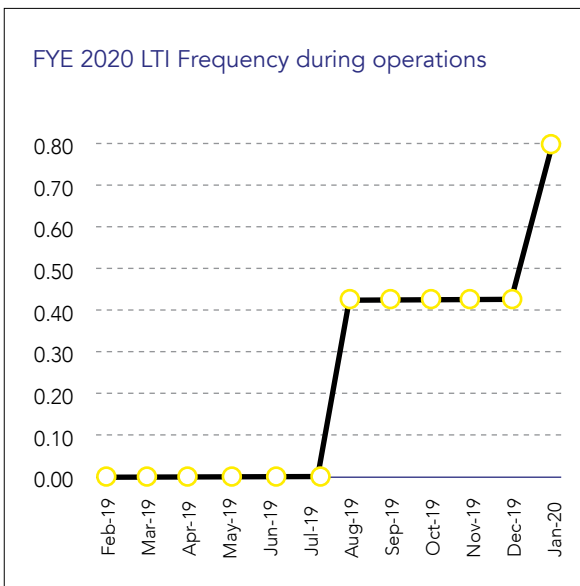
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Safety on our FPSOs

We continued to maintain a good health and safety record aboard our FPSOs in FYE 2020, with a LTI Frequency of 0.71 and TRI Frequency of 1.42. Although this is a slight rise compared to FYE 2019, it is still below average industry levels. For FYE 2020 this includes incidents from four FPSOs – FPSO JAK, FPSO Adoon, FPSO Helang (on charter from 6 December 2019), and FPSO Allan (handed over to Projects team on 27 July 2019).

An LTI is an injury sustained by an employee that leads to loss of productive work in the form of absenteeism or delays. TRI is a measure that encompasses all fatalities, LTIs, Restricted Work Cases (“RWC”), cases of substitute work due to injury, and Medical Treatment Cases (“MTC”) by medical professionals. TRI does not include any FACs.

Safety performance aboard FPSOs that Yinson operated



Health, Safety and Environment (“HSE”) parameters	FYE 2017	FYE 2018	FYE 2019	FYE 2020
Fatalities	0	0	0	0
LTI	1	3	0	2
MTC	0	1	0	2
RWC	0	0	0	0
FAC	0	16	2	1
LTI Frequency	0.55	1.04	0	0.71
TRI Frequency	0.55	1.39	0	1.42

The incidents that occurred in FYE 2020 are as follows:

- 2 LTIs – (i) A crew lost balance and fell down a ladder from one topside deck to another, causing a broken leg and bruises. (ii) A crew slipped on deck while cleaning, resulting in an injured knee
- 2 MTCs – (i) A contractor opened a camlock on a waterpump under pressure, causing the camlock to ‘jump’, resulting in a broken nose. (ii) A contractor cut his hand during the cutting of a ziptie, resulting in a cut requiring stitches
- 2 FAC – (i) A crew tripped on the edge of a walkway, resulting in minor leg and hand injuries. (ii) A crew was impacted in the face by a chain on a chain-block, and suffered minor injuries.

All cases are investigated by our HSEQ-led Investigation Committee, and results used to develop ‘lessons learnt’ and other training materials to mitigate root causes and reduce the risk of similar incidents happening again. This process is supported via our established, implemented and maintained procedures for, among others, notification, recording, investigation and analysing of HSE incidents; defining HSE deficiencies and other factors that might be the contributor or cause of incidents; defining need for mitigating activities; and so on.

Our Occupational Health and Safety management systems act to identify and control potential risks including those that may require emergency response

procedures. Our commitment towards preparation for, and responses to such emergencies and those beyond are captured via our formalised internal Emergency Response Plan. The document outlines procedures to be undertaken in the event of emergencies, including communication procedures for our unit-level emergency response teams and channels for contacting our external stakeholders. Furthermore, regular training in the form of emergency exercises and drills are conducted to ensure personnel maintain a high-level of readiness.

Safety performance during the projects phase of Yinson’s FPSOs

HSE parameters	2015	2016	2017	2018	2019
Total manhours worked	5,561,947	11,872,155	770,094	4,283,527	7,268,052
Fatalities	0	0	0	0	0
LTI	0	0	0	0	0
MTC	2	5	0	0	1
RWC	0	5	1	0	0
FAC	1	10	1	5	6
LTI Frequency	0	0	0	0	0
TRI Frequency	0.4	0.8	1.3	0	0.14

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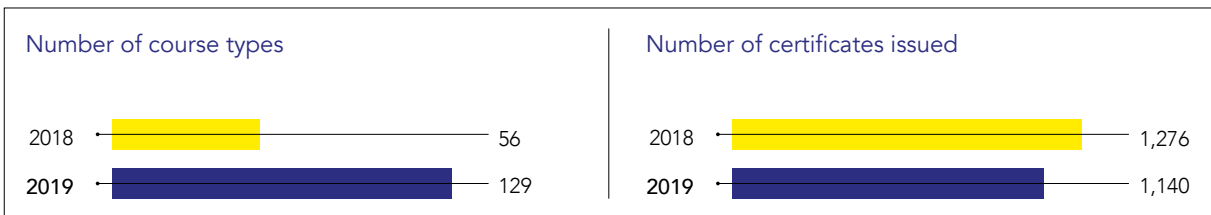
NATURAL

Mandatory safety training is undertaken by an external service provider that specialises in training mobilisation and ensuring that all crew are fully trained in accordance with contractual and government

requirements for their country of operation.

Below is an overview of mandatory training conducted during the calendar year for crew on all our operating vessels. The

rise in the number of course types this year is because on-the-job training for local Nigerians on FPSO Adoon have been included in the scope of training.



Top 10 mandatory training courses aboard operating vessels

2019		2018	
Course name	Number of certificates issued	Course name	Number of certificates issued
Confined Space Rescue	107	Confined Space Entry	136
Confined Space Entry	105	Security Awareness Training	115
Helicopter Underwater Escape Training	27	Confined Space Rescue	111
Scaffolding Awareness	22	Proficiency in Survival Craft	76
Fire and Gas Detection System	17	HUET	51
Advanced Oil Tanker	14	Personal Survival Techniques	41
Helicopter Landing Officer	14	Rigging and Slings	41
Basic Fire Fighting	13	Fire Prevention and Fire Fighting	37
BOSIET	13	Elementary First Aid	36
Helideck Emergency Response Team	13	Scaffolding Competent Person	36

A few highlights for the financial year are as below:

- FPSO Adoon achieved eight years LTI free on 18 November 2019
- In October 2019, a two-day Emergency Response Training was conducted for our Singapore emergency response team, in cooperation with the Norwegian Hull Club. The purpose was to strengthen confidence in handling incidents and 'next-of-kin' challenges.

To ensure the safety of our people while travelling and stationed away from home, Yinson subscribes to International SOS, an international medical and travel security service which gives access to local medical, security and logistics experts, almost anywhere in the world. This includes 24/7 access to travel emergency assistance centres, an online travel tracker and evacuation and repatriation services. Employees also have access to up-to-date travel advisories and an

e-learning hub, enabling them to make well-informed travel decisions taking into consideration health and safety risks. The service is enabled through an easy-to-use mobile and website app. We started subscribing to this service in 2017 and have been gradually increasing the scope and coverage across the Group. In FYE 2020, we expanded the coverage of this service to include every Yinson employee and crew.

In addition to the guidelines established for our internal stakeholders, we have also created plans to protect our contractors on site. Approaches include having our HSE lead/manager review contractor HSE plans and perform follow-ups where applicable. Further, we conduct regular trainings and drills for our contractors to ensure they are familiar with their responsibilities, muster points, and use of the emergency equipment.

Safety on our OSVs

Our Offshore Marine Division maintained a strong HSE performance in FYE 2020 with zero LTIs, RWCs, FACs, LOPCs, illnesses or diseases or near miss cases. There were three property damage

cases reported during the year. Quick corrective measures were taken and preventive measures put in place including enhanced voyage planning, additional checking for property wear and tear, and the inclusion of new inspections in weekly routine checks.

An Equipment & Tools Safety Campaign was carried out in January 2019, as this was highlighted as an area for improvement following an analysis of Unsafe Act Unsafe Condition ("UAUC") cards submitted in 2018. The campaign consisted of awareness training, acknowledgement of best UAUC cards, and a 'Best safety video' competition. Following the campaign, the number of observation cards submitted on

tools and equipment dropped from 30% to 27%, with the quality of observations and positive interventions rising notably. We also launched a Monsoon Campaign in October 2019, with the objective of increasing vigilance during the monsoon period, with results yet to be provided at the time of writing this report.

Other initiatives include management visits, quarterly roving inspections, monthly analysis of UAUC cards and Hazard Hunt inspections. Our Offshore Marine Division's HSE achievements were acknowledged through two awards from our client.



Clients (pg 103)

Safety performance of Yinson's OSVs

	PTSC Lam Kinh	PTSC Huong Giang	Yinson Hermes	Yinson Perwira	Total
Incident reports					
FYE 2018	0	2	0	0	2
FYE 2019	0	1	0	2	3
FYE 2020	1	0	1	1	3
Recordable cases					
FYE 2018	0	0	0	0	0
FYE 2019	0	0	0	0	0
FYE 2020	0	0	0	0	0
Lost Time Injuries					
FYE 2018	0	0	0	0	0
FYE 2019	0	0	0	0	0
FYE 2020	0	0	0	0	0
Observation cards					
FYE 2018	286	249	251	268	1,054
FYE 2019	556	478	281	295	1,610
FYE 2020	1040	1100	301	365	2,806