



BUMIARMADA

Registration No. 199501041194 (370398-X)



ANNUAL REPORT 2021

SUSTAINABILITY STATEMENT

ABOUT THIS STATEMENT

“Sustainable Quality Progress” is our strategy to transition to Net Zero Emission by 2050. At Bumi Armada Berhad (“Bumi Armada” or “the Group”), we are committed to address the Environment, Social and Governance (“ESG”) risks and opportunities arising from our business operations.

This Sustainability Statement discloses the Group’s sustainability performance and aligns our initiatives to the United Nations Sustainable Development Goals (“UN SDGs”). As an international offshore facilities and service provider, we are cognisant of our environmental footprint, the safety of our employees and our obligation to operate in a responsible manner while delivering long-term value to our stakeholders. Our sustainability strategy is anchored upon our shared values of Safe, United, Responsible and Excellent (“SURE”) which apply to the way we do our business, together with the principles outlined in our Code of Conduct and Business Ethics (“The Code”).

We aim to provide greater and cleaner energy solutions in a responsible manner by improving our Energy Management System in a way that balances short and long-term interest, integrating ESG considerations. Our “Sustainable Quality Progress” strategy has four main goals to provide cleaner energy solutions across our business:

- **Generating Shareholder Value:**
improve operation efficiency and minimise risks of process upset
- **Achieving Net Zero Emissions:**
work with our clients to accelerate the transition to Net Zero Emissions for new vessels
- **Empowering Lives:**
support an inclusive society to raise awareness and build capabilities that enable the development of green technology for future generations
- **Respecting Nature:**
protect the environment, reduce waste and contribute to the conservation of biodiversity

REPORTING SCOPE AND BOUNDARY

Bumi Armada is headquartered in Kuala Lumpur, Malaysia, with operations in 12 countries spread across three continents: Asia, Africa and Europe. Disclosures in this report covers our entire global operations.

REPORTING GUIDELINES AND REFERENCES

This report has been prepared in accordance with Bursa Malaysia Securities Berhad (“Bursa Securities”) Main Market Listing Requirements, with reference to the Bursa Securities Second Edition Sustainability Reporting Guide. The ESG disclosures have been formatted with reference to the Global reporting Initiative (“GRI”) Standards and the UN SDGs.

FEEDBACK

In our efforts to improve and adapt our ESG reporting and strategies, we welcome stakeholders’ feedback which can be directed to: General Enquiries: enquiry@bumiarmada.com

SUSTAINABILITY STATEMENT

SUSTAINABILITY AT BUMI ARMADA

At Bumi Armada, the commitment to integrate sustainability into daily operations stems from our vision “to be the preferred provider of offshore production and support services to our clients”. With this in mind, we have developed our Sustainability Philosophy that outlines the Group’s overarching ESG commitments applied to our day-to-day operations, including:

- Strive to build quality assets (vessels and floating production facilities) that meet international environmental standards and provide environmentally and socially responsible operations;
- Aim to conduct and manage our business operations in a responsible manner with safety, reliability, good corporate governance and transparency as over-riding principles;
- Aim to minimise our ecological footprint on the environment, including the prevention of pollution, sustainable resource use and the conservation of energy and resources;
- Play a role in the improvement of social and economic aspects among the people and communities in the areas we operate in;
- Aim to provide a safe and equitable working environment for our people that is conducive to their professional development and to enhance employer-employee relationships, in line with our core values; and
- Work towards engaging and building trust with stakeholders through two-way dialogues, understanding expectations, communicating our Group’s goals and where possible, collaborating for mutual benefit.

Environment

(Minimising Operational Impacts)

Social

(Safeguarding Our Stakeholders)

Governance

(Corporate Accountability)

OUR POLICY ON CLIMATE CHANGE

As a member of the energy industry, Bumi Armada recognises that ESG risks are one of the key material areas that are important to our business. The Group strongly believes it has the responsibility to work towards minimising and mitigating ESG related impacts and, where possible, implementing sustainable practices across our operations. Bumi Armada accomplishes this by collaborating with our clients to engineer solutions which maximise the sustainable value of their assets while reducing the environmental impact of their operations. This is aligned with our Health, Safety, Security, Environment and Quality (“HSSEQ”) Management policy, where we are committed to protect the environment and the communities where we operate through pollution prevention, waste management and emission minimisation.

The Group acknowledge that climate change, one of the key ESG risk areas, affects all our stakeholders, including our shareholders, clients, employees and the communities. The Group approaches the challenge of climate change as an opportunity to do what we do best: innovate, collaborate, and drive efficiencies across our operations. Our Board of Directors and Management Team oversees all climate-related risks and opportunities, as part of our Enterprise Risk Management (“ERM”) framework. In line with our ERM framework, Bumi Armada is committed to addressing identified climate related risks, including public policy and regulations that are material to our business.

In line with commitments from the United Nation Climate Change Conference (“COP26”) and our Sustainability Philosophy, the Group aspires to achieve **Net Zero Emissions by 2050** through our “Sustainable Quality Progress” strategy. The Group-wide Climate Change Policy establishes our climate strategy which centres on reducing atmospheric greenhouse gasses from within the industries we operate.

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The principles of the Climate Change Policy include the following:

INNOVATION

- Embedding consideration of climate change risks and sustainability in the design of our vessels.
- Collaborating with clients in providing cleaner and more reliable energy solutions through the adoption of green technology.
- Applying emergent green technologies on new projects where applicable and practicable.
- Continuing to fund progress engineering studies and pursue business developments for:
 - Zero Greenhouse Gas (GHG) emissions FPSOs and Floating Liquefied Natural Gas (“FLNG”) vessels.
 - Post combustion carbon capture and storage facilities.

OPERATION

- Innovate, collaborate, and drive efficiencies to reduce GHG emissions.
- Measure emissions accurately, prioritising and incentivising GHG reductions.
- Engaging our employees on climate change issues and the actions which they can take to help reduce GHG emissions.
- Ensure GHG emissions management plan are prioritised across the business.

VALUE CHAIN

- Prioritise minimum lifecycle carbon footprint throughout our supply chain.
- Collaborate with our clients and contractors to help reduce GHG from their operations.
- Prioritise the development of offshore carbon sequestration business.
- Expand our LNG regasification business to drive cleaner energy alternatives.

COMPLIANCE & TRANSPARENCY

- Ensure compliance with all applicable environmental laws and regulations.
- Report regularly to our shareholders on our progress in sustainability and stewardship of our business.
- Develop strategic partnerships with clients and contractors that are COP26 committed.

CLIMATE-RELATED RISK MANAGEMENT

Bumi Armada’s Board of Directors has direct oversight and responsibility for identified climate-related risks across our business. The directive from our Board is cascaded down to our HSSEQ Management Team Committee, which comprises of the Management Team members from across the departments. The Management Team is supported by the Risk Management Committee (“RMC”), which ensure our climate related risk management is holistic and aligns with our ERM framework. The HSSEQ Management Team Committee conduct an annual review to ensure our management system continues to remain sufficient in driving governance and mitigating identified risks to as low as reasonably practicable (“ALARP”).



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UNITED NATIONS SUSTAINABLE DEVELOPMENT GOALS (“SDGs”)

In addition to our newly introduced Climate Change Policy and our Sustainability Philosophy, Bumi Armada has adopted selected UN SDGs since FY2019. The Group remains committed to contributing positively to these global targets. We have adopted ten goals that are relevant to the nature of our business, operations and strategy⁽¹⁾.

2 ZERO HUNGER

- Contributions made to the Rise Against Hunger and Ecotourism & Conservation Society to provide food aide to indigenous communities in Malaysia



3 GOOD HEALTH AND WELL-BEING

- Zero workplace fatalities recorded
- Committed to safeguarding employees' safety and health and promoting fitness



5 GENDER EQUALITY

- Equal opportunities hiring practices and career development
- Recorded 43% of onshore female staff for FY2021



6 CLEAN WATER AND SANITATION

- The Group contributed to the construction of three check dams to harvest rainwater in Rajasthan, India



7 AFFORDABLE AND CLEAN ENERGY

- Prioritisation of energy efficiency and reduction of energy consumption in our vessels.
- Application of green technologies where practicable



8 DECENT WORK AND ECONOMIC GROWTH

- Competitive remuneration and benefits
- In compliance with the Malaysian Employment Act 1955 and other applicable labour laws



10 REDUCED INEQUALITIES

- Equal opportunities to local and foreign employees
- Guided by the Malaysian Employers Federation and in-country regulations



13 CLIMATE ACTION

- Implemented a Climate Change Policy
- Achieved a 7.8% reduction in GHG emissions in FY2021



14 LIFE BELOW WATER

- Collaboration with the Department of Fisheries Malaysia for the “Conservation and Management of Sea Turtles” in Cherating, Pahang



16 PEACE, JUSTICE AND STRONG INSTITUTIONS

- In compliance with all applicable laws and regulations
- Established a Code of Business Conduct and Ethics, Speak Up (Whistleblowing) Policy, Anti Bribery and Corruption Policy, Gift and Hospitality Policy, Board Committees Terms of References, and a Board Charter.



⁽¹⁾ For further information on the SDGs, please refer to the material sustainability matter disclosures within this report

SUSTAINABILITY STATEMENT

STAKEHOLDER ENGAGEMENT

At Bumi Armada, we believe in building strong relationships with our stakeholders as it is through collaboration and partnerships that we accelerate sustainability. Effective and frequent engagements with key groups not only address our sustainability issues but provides an insight into their expectations of our ESG performance. By maintaining effective and transparent lines of communication with our stakeholders, we aim to improve our performance in a collaborative manner that meets both the stakeholders' interest and the Group's vision for sustainable growth.

The table below presents a description of our stakeholders, their areas of interests as well as our methods and frequency of engagement.

Stakeholder Group	Description	Areas of Interest	Engagement	Examples of Engagement
Shareholders & Financial Community	A person, company or institution that owns a certain percentage of Company's equity	- Company financial performance - Business strategy	Regular	1-on-1 & Company meetings - Annual General Meeting ("AGM") - Conference calls - Quarterly results briefings
Employees	A person employed for wages or salary	- Employee welfare - Career development	Regular	- Employee Inductions - Health, Safety and Environment (HSE) meetings and awareness sessions - Management vessels and site visits - Performance appraisals - Quality Management Review - Security Management Review
Regulators & Government Agencies	A public organisation or government agency that is set up to exercise a regulatory function i.e. Securities Commission Malaysia	- Compliance to laws and regulations - Labour practices and health issues	As required	- Certification/ Compliance reviews/ audits - Formal engagement or dialogues - HSE audits - Regulatory training
Clients & Business Associates	A person or organisation who buys products or services from the Group	- Support services - Service quality and safety	Regular	- Conference calls - Operational reviews - Know Your Counterparty ("KYC") reviews/updates - New business/pre-qualification discussions
Suppliers & Contractors	A person or organisation from which the products or services are purchased	- Pricing and service - Supplier training	Regular	- Compliance reviews - HSE audits or reviews - Lesson learnt and feedback
Community	A group of people who lives at areas where the business is located	- Charity and fundraising events - Employment opportunity	As required	- Community support - CSR activities - Local content reviews/ audits - Local partnerships
Media & External Parties	Mass communication platform to disseminate news to external parties	Company's reputation	Regular	- Corporate updates/ announcements - Quarterly results announcements

SUSTAINABILITY STATEMENT

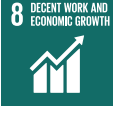
SUSTAINABILITY MATERIAL AREAS

Identifying our material sustainability matters is an important step towards recognising the ESG elements that are embedded in our value chain. By obtaining feedback from our internal stakeholders and benchmarking our performance against industry peers, we shortlisted 18 material matters and categorised them under three groups based on their level of importance.

VERY HIGH IMPORTANCE	HIGH IMPORTANCE	MODERATE IMPORTANCE
• Air Pollutants/Toxic emissions • Anti-bribery and corruption • Business ethics • Effluent/produced water discharge • GHG emissions • Occupational health and safety • Labour rights management	• Biodiversity • Corporate governance • Emergency preparedness • Human rights • Public health and safety • Risk management • Waste management • Water scarcity/water use & conservation	• Compensation and benefits • Diversity and inclusion • Insuring health and demographic risk

ESG Area	UN SDG	Descriptions	Metrics
Environment	 6 CLEAN WATER AND SANITATION	• Water Scarcity/Water Use and Conservations	• Water Consumption for Vessel
	 7 AFFORDABLE AND CLEAN ENERGY	• Energy Efficiency	• Energy Consumption for Vessel • Electricity Consumption for Offices
	 13 CLIMATE ACTION	• Biodiversity • Carbon/Greenhouse Gas ("GHG") Emissions • Toxic Emissions	• Disclosure of Engagement on efforts to reduce Loss of Biodiversity • GHG Emission (Scope 1 & 2) • Air Pollutants Emission
	 14 LIFE BELOW WATER	• Effluent/Produced Water Discharge • Waste Management	• Average Oil Concentration in Produced Water Discharge • Hazardous Waste Disposal

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ESG Area	UN SDG	Descriptions	Metrics
Social	 2 ZERO HUNGER	Public Health and Safety	CSR Initiatives
	 3 GOOD HEALTH AND WELL-BEING	- Insuring Health and Demographic Risk - Occupational Health and Safety	- Percentage of Employee Insured - Lost Time Injury Frequency ("LTIF") - Total Reportable Injury Frequency ("TRIF")
	 5 GENDER EQUALITY	Diversity and Inclusion	Onshore Female Staff Percentage
	 8 DECENT WORK AND ECONOMIC GROWTH	Compensation and Benefits	Voluntary Attrition Rates
	 10 REDUCED INEQUALITIES	- Human Rights - Labour Rights Management	- Training Hours per Employees - Onshore Local Staff Percentage
Governance	 16 PEACE, JUSTICE AND STRONG INSTITUTIONS	- Anti-Bribery and Corruption - Business Ethics - Corporate Governance - Emergency Preparedness - Risk Management	- No. of Whistleblowing Cases - No. of Internal Audit Reports, Findings and Unclosed Issues - Emergency Exercises - Risk Assessment Review

ENVIRONMENTAL MANAGEMENT

As an operator in the offshore energy sector across three continents globally, environmental stewardship is at the core of our business. We ensure strict compliance to the requirements of the International Marine Organisation ("IMO") on marine pollution and the local governing bodies in the countries where we operate. Our objective is to prevent pollution and minimise environmental impacts from our vessels, regardless during normal or abnormal operations. The key areas include reduction of GHG emission across our operations.

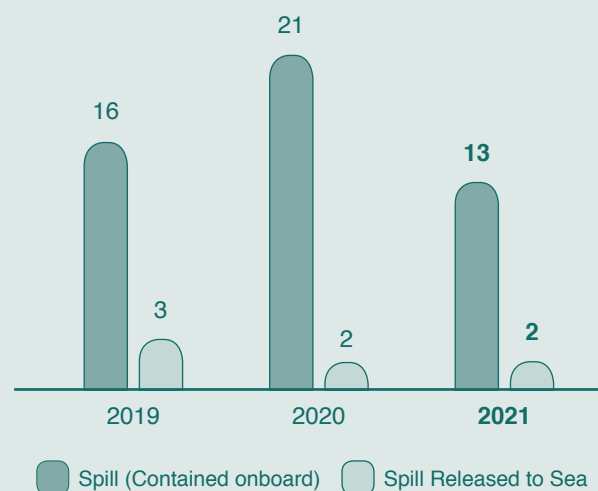
In recognition of our environmental performance, we have achieved the International Organisation for Standardisation ("ISO") 14001:2015 Environmental Management System certification, which covers all of our operating FPSO, FSU, OSV and SC vessels (100%). The system we developed ensures that the identified environmental impacts are mitigated and monitored with periodical audits carried out to identify any areas of non-compliance.

SPILL MANAGEMENT

In 2021, we recorded two incidents of minor spills released to the surrounding marine waters by our FPSO fleet. However, no fines (RM Nil) or penalties in relation to spills or any other form

of environmental pollution was recorded in 2021. We continue to drive a positive reporting culture among our offshore crew members in order to proactively mitigate the risks of escalation in our spill management programme. To achieve our goal of Zero Spills to the sea, we continuously explore opportunities for improvement and lessons learnt in spill prevention.

NUMBER OF SPILL INCIDENTS



SUSTAINABILITY STATEMENT

GREENHOUSE GAS (“GHG”) EMISSIONS

GHG emission has severely impacted the environment, especially the oil and gas industry which has contributed, directly and indirectly, to 42% of the total global GHG production⁽²⁾. Being mindful of such impacts, Bumi Armada strives to reduce our carbon footprint and aim towards achieving a greener environment. As part of our short-term goals, Bumi Armada will continue to leverage on IOGP baseline as our GHG reduction target in the next 5 years. To achieve the IOGP baseline, our goal is to further reduce our GHG emission from 118 (in 2021) to 113 tonnes CO₂ per thousand tonnes productions, which is a further reduction of 4% across our operations in 2022. Throughout our short-term plan, we will review our GHG reduction target on an annual basis with IOGP baseline up to 5 years (2021 to 2026).

13 CLIMATE ACTION



Greenhouse Gas (“GHG”) Reduction

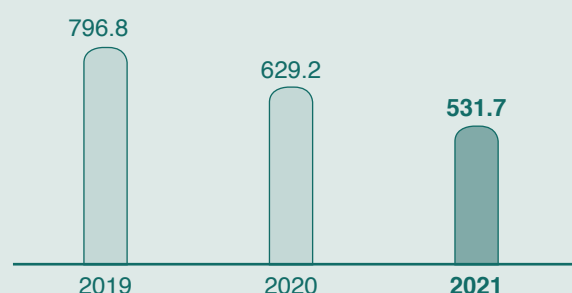
Bumi Armada is committed to climate-positive progress with the goal to achieve Net Zero Carbon Emission by 2050. The Group continues to monitor and report our CO₂ emissions for opportunities to reduce GHG emissions to As Low As Reasonably Practicable (“ALARP”). In 2021, the Group has successfully achieved a 7.8% reduction of GHG emission through improved operational efficiency and enhanced flare management across the fleet.

“7.8% reduction of GHG emission in 2021.”

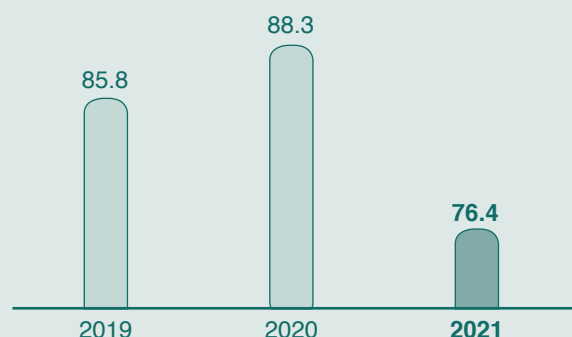
Greenhouse Emission Data

The Group monitors and reports its CO₂ emissions across all of its operating vessels (100%) for opportunities to reduce emissions to ALARP. In FY2021, energy consumption based on electricity and bunker fuel consumption decreased by 42.8% and 13.5% respectively from FY2020 while the amount of FPSO energy consumption per unit hydrocarbon is constant from last year.

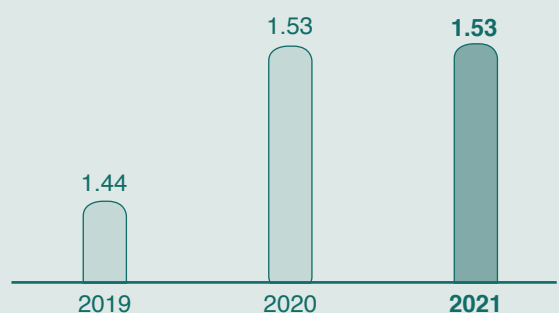
ENERGY CONSUMPTION - ELECTRICITY (MWh)



ENERGY CONSUMPTION - BUNKER FUEL (MILLION LITRES)



FPSO ENERGY CONSUMPTION PER UNIT HYDROCARBON (GJ PER TONNE PRODUCTION)



In FY2021, CO₂ emission and methane emission have decreased compared to the amount reported in FY2020. Scope 1 and Scope 2 CO₂ emission and methane emission decreased by 7.8%, 25% and 3.3% respectively⁽³⁾.

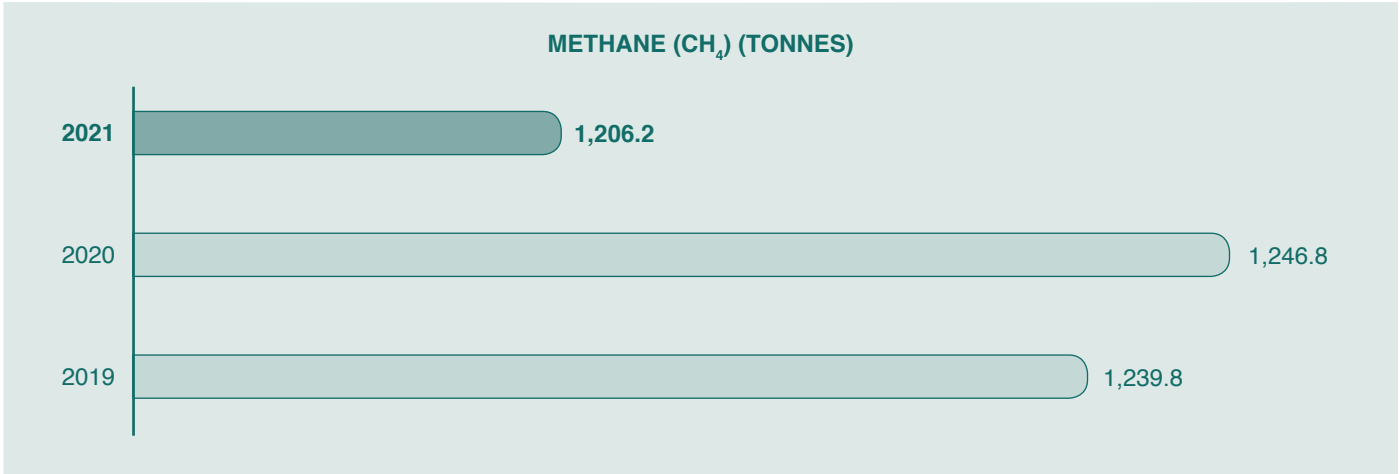
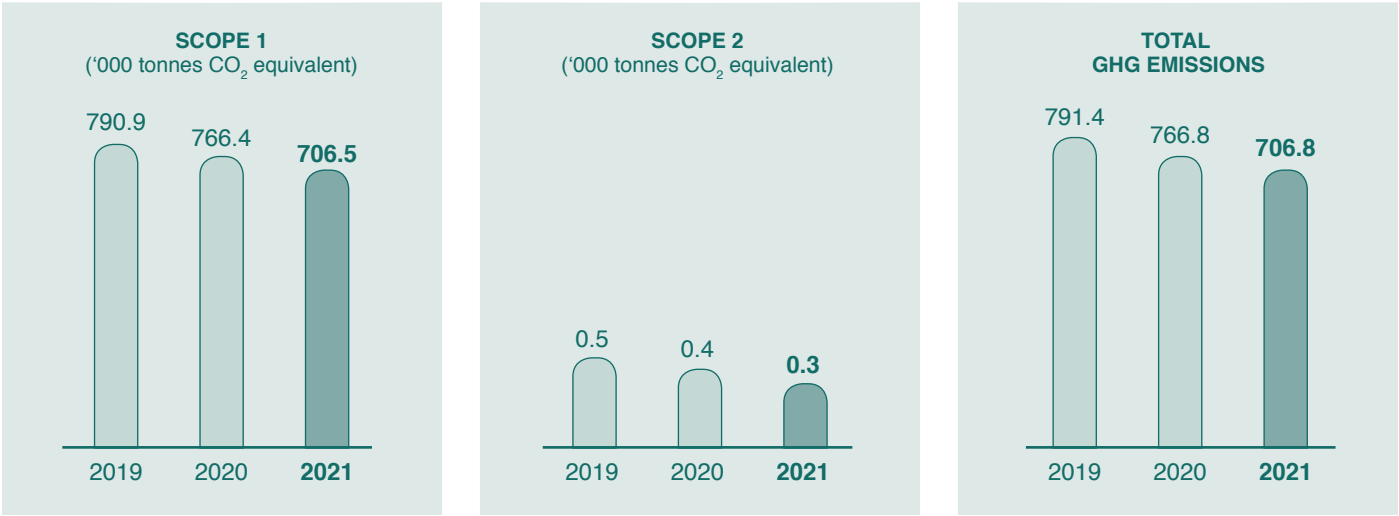
⁽²⁾ McKinsey - <https://www.mckinsey.com/industries/oil-and-gas/our-insights/the-future-is-now-how-oil-and-gas-companies-can-decarbonize>

⁽³⁾ Note:

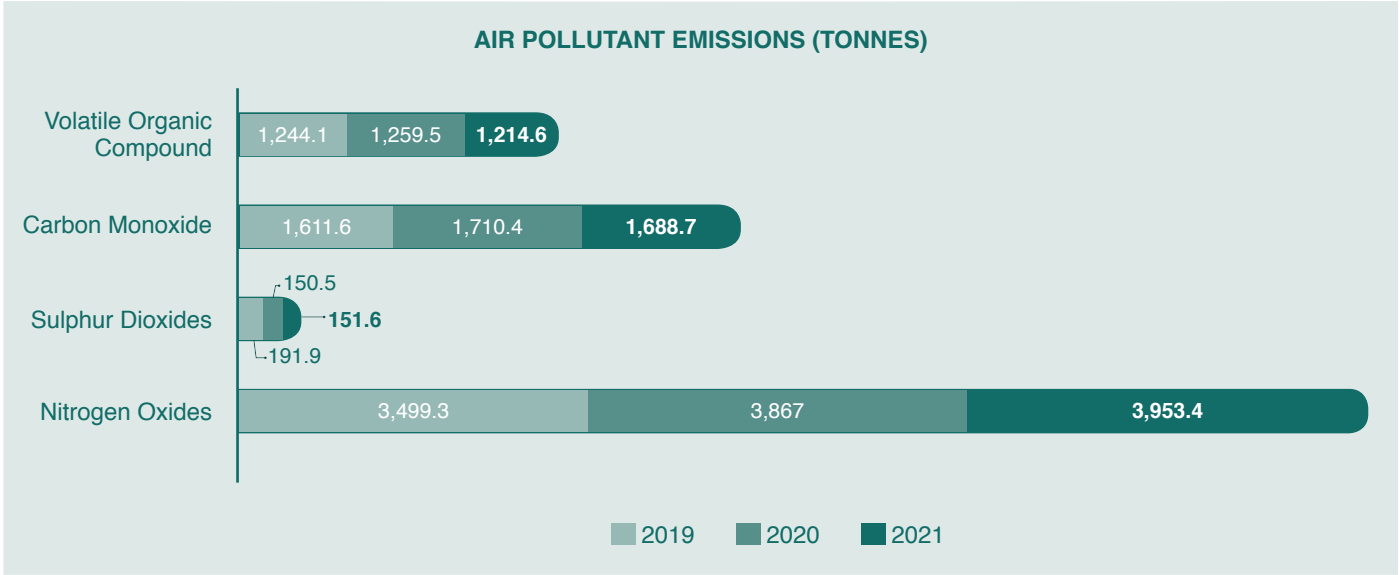
- Scope 1 ('000 tonnes CO₂ equivalent) is based on consumption of bunker fuel, fuel gas and crude oil. In 2021, there was no crude oil consumed by the FPSO fleet.
- Scope 2 ('000 tonnes CO₂ equivalent) is based on electricity consumption from offices in Astrakhan, Indonesia, Malaysia, and Singapore. In 2021, there was a significant electricity reduction in the KL office due to work from home practices.
- In 2021, Scope 1 GHG, Bunker Fuel Consumption and Water Consumption data reported represent 100% coverage from our operating assets. We recorded 2 cases of spills released to sea by our FPSO fleet. Our FPSO fleet contributed to 94% of GHG Scope 1, 92% of Bunker Fuel and 90% of water consumed.
- Bunker Fuel data recorded in 2021 was lower compared to 2020 due to reduction of OSV vessels.
- Data scope on Air Pollutants Emission Loading and Waste Management include all FPSO and FSU vessels (100%).
- Environmental performance indicators set for different type of assets were calculated based on specific operational indicators i.e. running hours, man hours and hydrocarbon production. These data are used for internal monitoring.
- In 2019, the Group improved its Environment disclosures to include data on air pollutants, hazardous waste and oil in produced water discharge.

SUSTAINABILITY STATEMENT

GHG EMISSIONS ('000 TONNES CO₂ eq.)



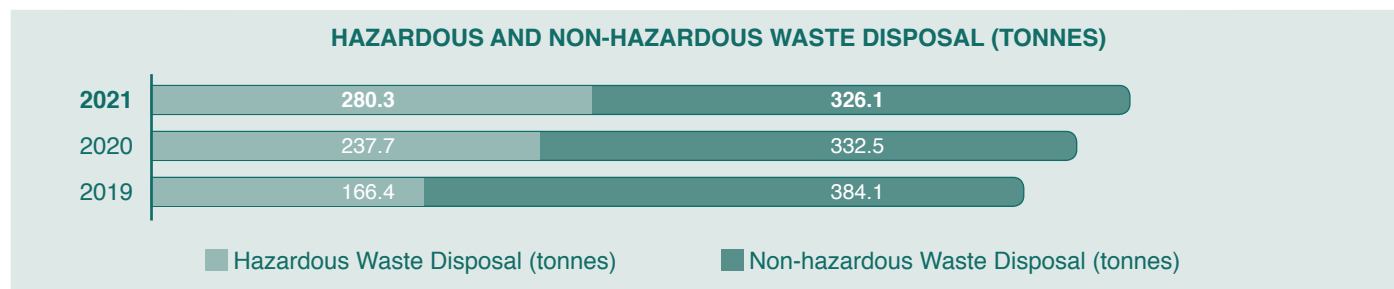
Nitrogen oxides accounts for the highest emission in FY2021 compared to the other air pollutants and projects an increasing trend year-on-year. Carbon monoxide is the second highest pollutant, followed by volatile organic compound and sulphur dioxide respectively.



SUSTAINABILITY STATEMENT

WASTE MANAGEMENT

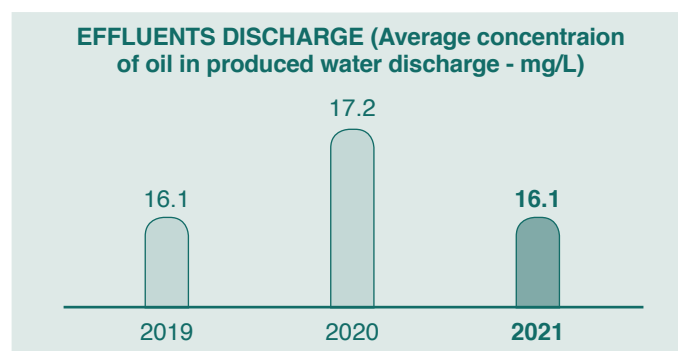
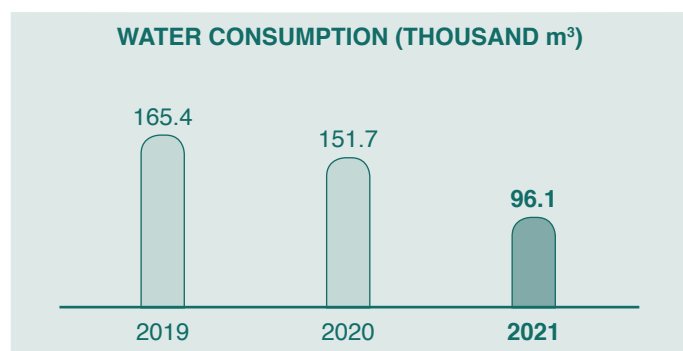
A proper waste management is essential in reducing negative impacts on the environment. We categorised our waste into hazardous and non-hazardous. All of our vessels have a garbage management plan in place to ensure waste that was produced are managed in a responsible manner and in compliance with the requirements under International Convention for the Prevention of Pollution from Ships ("MARPOL"). In FY2021, there is an increase of hazardous waste by 15.2% from FY2020, while the amount of non-hazardous waste has decreased.



WATER AND EFFLUENTS

Water is mainly used as potable water and utility for operation in our vessels. Where possible, the Group strive to use water resources responsibly while exploring opportunities to minimise our water consumption. In FY2021, we saw a 36.7% decrease in water consumption on our vessels from the previous reporting year.

The effluent from our FPSO operation consists of produced water discharge. The produced water is treated before being released into the environment. In FY2021, the average oil concentration in produced water discharge recorded by our FPSO vessels was 16.1 mg/L which was below our KPI target of 17.9 mg/L.



BIODIVERSITY

Being part of the oil and gas industry, we acknowledge that we have a role to play in conserving and preserving the natural habitat and we strive to bring meaningful contributions to biodiversity, especially in locations we operate in. In this undertaking, we have adopted UN SDG 14 – Life Below Water, to demonstrate our resolve in protecting marine life while also furthering our efforts to minimise risks and consequences to aquatic habitats from our operations. Bumi Armada's potential impact on biodiversity is included in the oilfield operator's Environment Impact Assessment ("EIA") and monitoring programmes, which are subject to local regulatory approvals.

Bumi Armada cooperates with its clients to comply with their environmental management and monitoring plans. During the development phase, environmental impact assessments and supporting studies are performed by the client to identify and validate the potential impacts of the development on the environment. These assessments and studies define the environmental design performance criteria of the asset. Bumi Armada ensures these performance criteria are incorporated into the design of the vessel through its standard engineering practices and Best Available Techniques ("BAT") economically achievable.



Bumi Armada's commitments to sustainable business practices include protecting the biodiversity of marine life where we operate. In Malaysia, we strive for the improvement of the marine ecosystem through collaborating with the Department of Fisheries Malaysia on conservation and management of sea turtles, at the Turtle Conservation and Information Centre, in Cherating, Pahang. In Malta, we contributed to a non-profit environmental NGO, Nature Trust Malta, in partnership with the Malta Ministry for the Environment, Climate Change and Planning to transform Marsaxlokk, a small, traditional fishing village in the South Eastern Region into Malta's first Wildlife Rehabilitation Centre. We continue to review our ESG risks to identify areas where we can contribute to protecting the local biodiversity, as well as opportunities to strengthen our Environment Management System ("EMS") across the locations where we operate.

SUSTAINABILITY STATEMENT

SOCIETY AND OUR PEOPLE

OCCUPATIONAL HEALTH AND SAFETY

HEALTH, SAFETY, SECURITY, ENVIRONMENT & QUALITY (“HSSEQ”)

Bumi Armada Berhad, in alignment to the Group’s HSSEQ Management Policy commits to protecting the people, assets and the environment in all work locations that are within our management and operational controls. The Group recognises the importance of building a proactive culture in order to reduce HSSEQ risks to ALARP, and prevent escalation of any near misses identified. As Safety is one of our shared core values, the Group continues to drive improvement initiatives that elevates the safety culture across the organisation.

Integrated Management System (“IMS”)

In 2021, we continued to strengthen our HSSEQ governance through an IMS that is derived from the following ISO standards:

- 1 ISO 45001:2018 – International Standard related to Occupational Health and Safety Management System
- 2 ISO 14001:2015 – International Standard related to Environment Management System
- 3 ISO 9001:2015 – International Standard related to Quality Management System

The ISO certifications, renewed for the period 2021 to 2024, reflect our commitment to ensure all our assets and services are of high quality and on par with industrial practices in the management of the following:

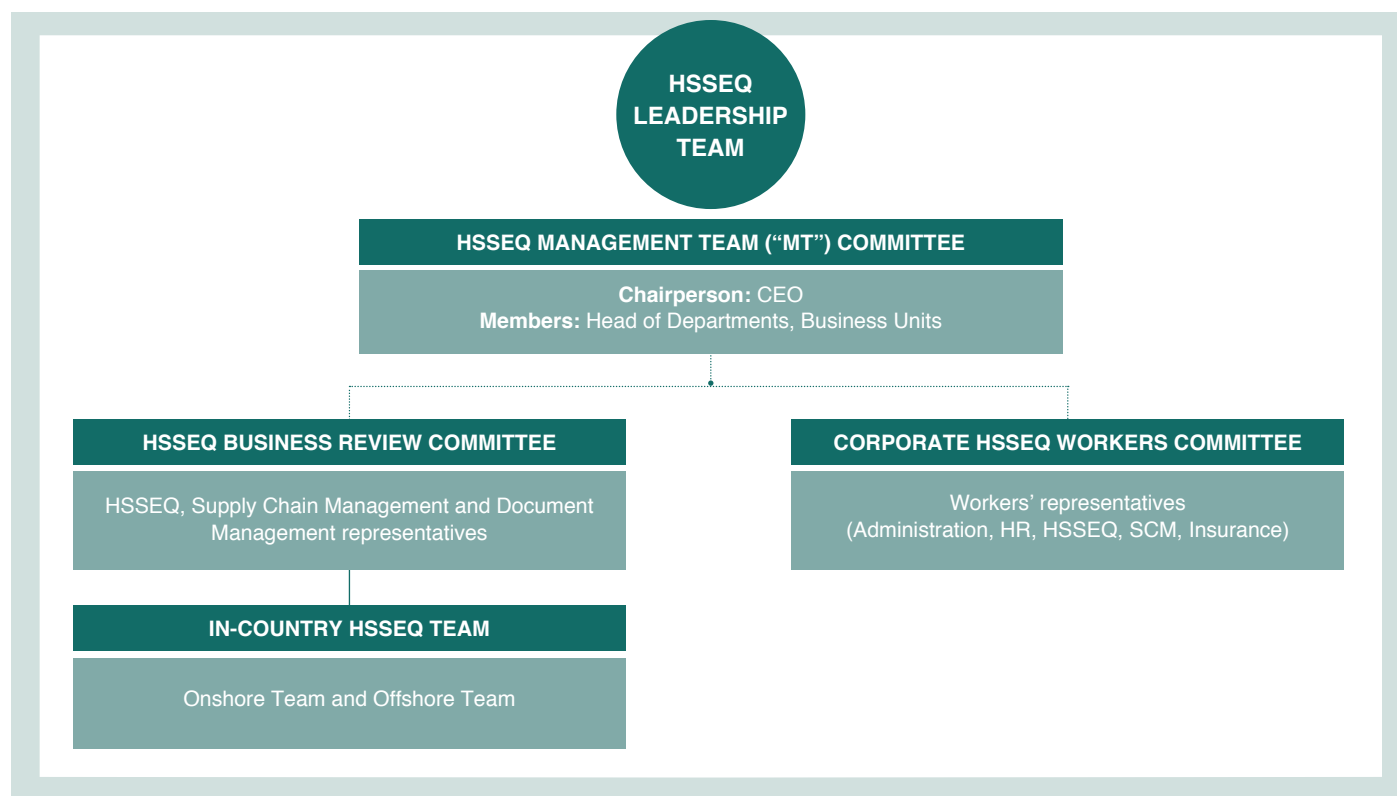
- Engineering/ Engineering Design Consultancy
- Procurement
- Construction
- Commissioning
- Start Up and Life Cycle of Operations

As part of the certification process, annual internal and external audit are being conducted on the mentioned ISO management system to ensure the organisation maintains its industrial standard in HSSEQ management system. The management systems apply to all our operations (100%) including FPSO and FGS Facilities; Offshore Pipelines and Structures, New Build, Ship Management and Marine Operations, Transportation and Installation Vessels, as well as Chartering Services.



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In 2021, we continued to drive continuous improvements in our governance framework through our established governance team, including workers participation via our Corporate HSE Workers Committee. The HSE Workers Committee empowers our employees with a platform to raise HSSEQ related matters and opportunities for improvement, which will be brought to Bumi Armada leadership team for forward actions. The Committee gathers on a quarterly basis with participation from both managerial and non-managerial representatives from various departments, including Administration, Human Resource ("HR"), HSSEQ, Operations, Supply Chain Management ("SCM") and Insurance. For our offshore crew, weekly safety meeting is held to enable the crew members to raise HSSEQ related concerns, as well as for the HSSEQ team to continuously raise awareness among the crew.



As the Group continues to strive for continuous improvements, we benchmark our HSSEQ performance against international standards in the industry (i.e. IOGP and IMCA). To ensure we are aligned with the evolution of international standards, we remain an active member of the IMO, International Marine Contractors Association ("IMCA") and Oil Companies International Marine Forum ("OCIMF") Floating Systems Group. Our involvement in these organisations enables the Group to have access to international best practices and industrial lessons learnt for on-going improvement initiatives.

Year	2019	2020	2021
IOGP LTIF	0.24	0.22	-
IMCA LTIF	0.33	0.31	-
BAB LTIF	0.00	0.00	0.55

Note: At the time of this report, IMCA and IOGP have yet to release their industrial safety statistic on Lost Time Injury Frequency ("LTIF") for 2021.

SUSTAINABILITY STATEMENT

Our HSSEQ Policies

We encourage improvement in our HSSEQ related policies to ensure our Group-wide programmes and processes are focused and aligned with any changes in the industry. The policies are adopted across our global operations in collaboration with our joint venture partners and clients to ensure key business objectives are communicated and achieved. These policies include, amongst others:

- Asset Integrity Management Policy
- Corporate Major Accident Prevention Policy ("CMAPP")
- Drug and Alcohol Policy
- Health, Safety, Security, Environment & Quality Management Policy
- Stop Work Policy
- Smoking Policy

The HSSEQ Management Policy is cascaded to all operating vessels (100%), as well as the respective Environment Management Plan ("EMP") with our commitments on:

- Protecting the environment through risk mitigation to ALARP
- Continuously creating environmental awareness across both onshore and offshore staff
- Implementing an environment management system – ISO14001: 2015
- Using natural resources or energy more efficiently
- Reducing emissions, releases and waste
- Managing or reducing effluent (i.e. produced water)
- Monitoring the Group's environmental issues
- Reporting regularly on environmental issues
- Consulting with our stakeholders on environmental issues

Bumi Armada policies on HSSEQ are approved by our CEO, and are cascaded down to all employees across our organisation. These policies are made available for reference on our public website (www.bumiarmada.com).

In line with the Group's HSSEQ Management Policy, we continue to make improvements that drive and deliver HSSEQ initiatives throughout all levels of the organisation. This Policy and commitment apply to all internal and external stakeholders, including contractors. We actively encourage both leadership and employees' participation to sustain a proactive Safety culture among the employees. This area remains relevant and essential for Bumi Armada, and initiatives throughout the year included:

- Annual Corporate HSSEQ Week
- Health and crew wellbeing awareness campaign
- Lesson learned sharing (internal and external)
- Lost Time Injury Safety Milestone Achievement Awards
- Monthly HSE Video Sharing Sessions
- Onboard Speak Up Programme
- Quarterly HSE Campaign
- Participation in Client Safety Programme
- Safety Observation Card ("SOC") Recognition Campaign

As part of our Safety Culture programme, the Group has standardised its Life-Saving Rules with the IOGP standard. The standardisation of the Life-Saving Rules enables us to:

- Better transfer knowledge, experience and lessons learned;
- Increase individual awareness and ownership of critical safeguards that can prevent fatalities;
- Step towards an industry-wide and recognised set of Life-Saving Rules; and
- Improve clarity and allow consistent use of practices by contractors and operators doing similar work across our global operations.

As HSSEQ are inherent risks within the industry, the Group is committed to consistently improving our preventive measures to safeguard our people, assets and the environment across all our operations. The Group continues to thoroughly investigate and learn from incidents to further strengthen our HSSEQ controls. Part of our HSSEQ improvement plan includes:

- Strengthening the adoption of IOGP practices into our HSSEQ Management System;
- Establish and instil Safety Culture programme across our operations to promote proactive culture;
- Improve our near miss reporting process to encourage proactive reporting of HSSEQ related events and prevent escalations;
- Increase leadership visibilities at site through our Integrated Assurance Programme, despite travel restrictions during the pandemic; and
- Strengthen our existing Process Safety Management ("PSM") system through integrations with the IOGP standard to improve Operation Excellence.

SUSTAINABILITY STATEMENT

Collaboration with Malaysia Oil and Gas Service Council (“MOGSC”)

In Malaysia, Bumi Armada continues to collaborate with MOGSC, an independent organisation that drives professional development and raises competency of the industrial workforce in the region. Together with MOGSC, we drive the HSE Workgroup to establish an online lesson learnt database for members to share preventive measures across the industry and prevent similar incidents from reoccurring.

Bumi Armada is also an active member of the MOGSC Sustainable Development Workgroup, which aims to support the Oil and Gas services companies in Malaysia to address sustainability, including climate related risks and issues. Through this workgroup, Bumi Armada participates in its quarterly meeting to discuss with technical experts on nature-based solutions and green technologies that are feasible for organisations to achieve their ESG goals and mitigate climate related issues.

“We actively participate in the MOGSC Sustainable Development Workgroup to elevate the industrial commitments in the region.”

Despite our efforts, in 2021, the Group has reported 2 Lost Time Injury (“LTI”) cases, both related to hand injury. The cases involved (1) a slip and trip event where the crew member landed in a position that injured one of the fingers, while (2) another crew member’s hand was caught in a closing door when accessing the accommodation deck on the vessel. Fortunately, both crew members have fully recovered and returned to normal work. The Group is committed to learn from these events and further strengthen our control measures to prevent reoccurrences. We continue to put Safety as our utmost priority.

Year	2019	2020	2021
Total Manhours (Millions)	4.75	4.38	3.66
HSSEQ Training Manhours	25,186	30,147	30,618
Leading Indicators (per 200,000 manhours)			
Safety Observation Frequency	988.29	986.23	1,045.43
Near Miss Reporting Frequency	4.13	4.79	3.94
Management Visit Ratio	4.84	2.15	3.39
Lagging Indicators (per 1 million manhours)			
Fatal Accident Rate (FAR)	0.00	0.00	0.00
Number of Fatalities (employee)	0	0	0
Number of Fatalities (contractors)	0	0	0
Lost Time Injury Frequency (LTIF)	0.00	0.00	0.55
Total Recordable Injury Frequency (TRIF)	1.47	0.46	1.37
First Aid Case Frequency (FACF)	4.00	2.28	4.65
Process Safety Event (“PSE”) Tier 1	1	0	0
Process Safety Event (“PSE”) Tier 2	0	2	0

COVID-19 Responses

In 2021, the world faced adversity arising from the ongoing COVID-19 pandemic. Despite the challenges, we are proud to have been recognised by AON UK with a rating of “EXCELLENT”, through their independent COVID-19 Energy Risk Framework assessment. The Group continues to improve its ongoing preventive controls based on recommendations from World Health Organisation, International SOS, U.S. Centres for Disease Control and Prevention, and local regulations in countries where we operate.

The Group deployed a Global Health Surveillance strategy encompassing all our people and all countries where we operate.

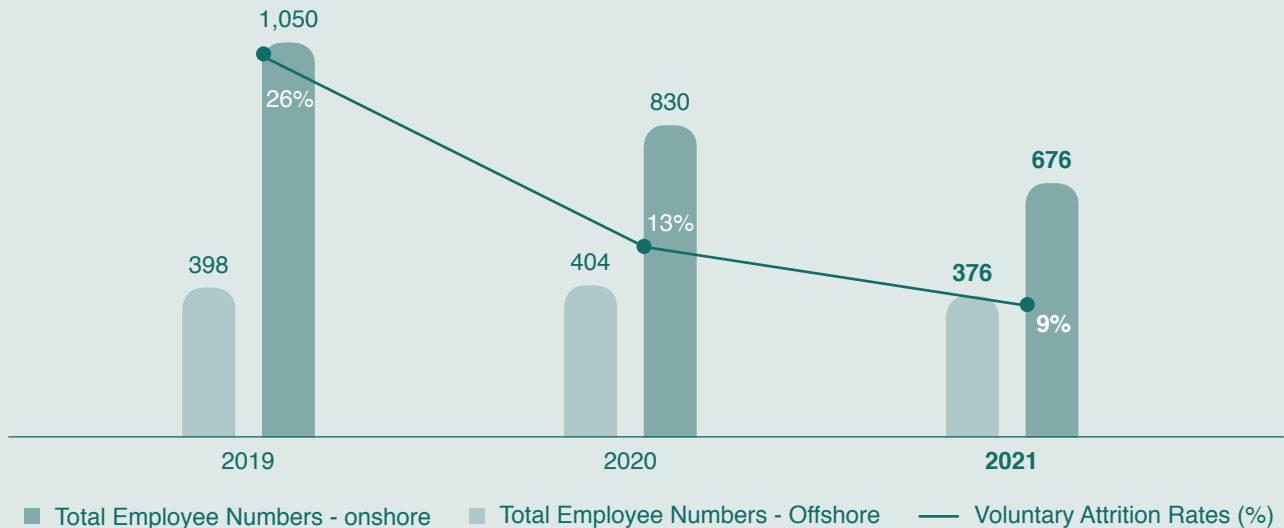
We enforced stringent controls to ensure the health and well-being of our onshore and offshore employees, as well as the wider community around our areas of operation are taken care of. Through collaboration between the HSSEQ and HR teams, we have extended our support to our employees’ well-being through the inclusion of Mental Health support into our employee medical insurance coverage. In addition, we have strengthened our travel risk management during this pandemic with the inclusion of health advisory support for our business travelers.

The COVID-19 pandemic no doubt had a significant impact on the community. In response to this, the Group contributed to UNICEF’s COVID-19 emergency response fund to support vulnerable children impacted by the pandemic.

SUSTAINABILITY STATEMENT

LABOUR RIGHTS MANAGEMENT

Total Employees (Onshore & Offshore) vs Voluntary Attrition Rate



3 GOOD HEALTH AND WELL-BEING



The Group actively focuses on engaging with our people, promoting employee well-being as well as fitness and health in the workplace. These initiatives are driven through our “Bumi Life” programme, which takes the lead in organising various sports, recreational and fun packed activities for our employees, encouraging team engagement and other activities to encourage employee participation in health and wellness. In addition, the Group also subsidises gym membership and virtual run event for the employees. On an annual basis, Health Awareness Talks are being conducted in collaboration with local medical centres to raise awareness on global health issues, such as Cancerous Disease, COVID-19, HIV/AIDS, Malaria and Tuberculosis.

8 DECENT WORK AND ECONOMIC GROWTH

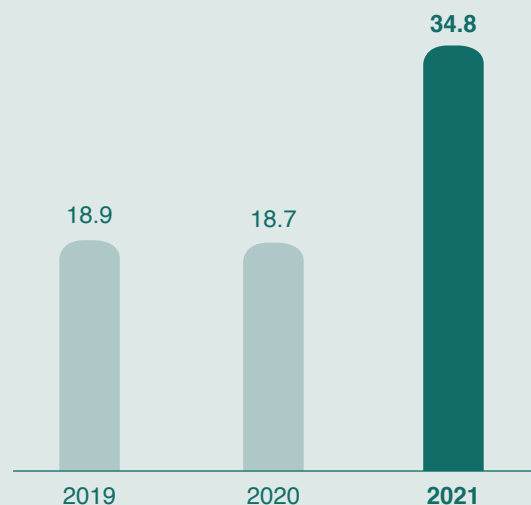


In line with the International Labour Standard for Decent Work, the Group benchmarks its employee remuneration to national, industry and experience standards. Our talent is sourced both locally and internationally depending on specific requirements and availability. In addition, we always look to promote talent within the organisation, based on merit and performance.

TRAINING AND DEVELOPMENT

At Bumi Armada, we believe in cultivating and developing our employees through training and development to achieve professional and personal growth. This year, we are proud to report an 86% increase in the training hours per employee from the previous reporting year.

Training Hours Per Employee



SUSTAINABILITY STATEMENT

DIVERSITY AND INCLUSION

Bumi Armada strongly believes that promoting diversity and inclusion is not only imperative to our sustained business growth but also improves employee morale and work efficiency. We have a zero-tolerance policy against bullying and discrimination of any form. All employees and potential recruits are afforded the same opportunities regardless of race, ethnicity, gender, sexual orientation or religion.

5 GENDER EQUALITY



Bumi Armada continues to embrace diversity by building teams of people from different backgrounds, nationalities, skills and experiences across the globe to create sustainable value for the organisation. As stated in our Employee Handbook, the Group believes in creating career opportunities for the local people where it operates and inclusiveness at the workplace where everyone feels valued and heard. The Employee Handbook also highlights the Group's equal opportunities and diversity standards in hiring and working, as well as the expected behaviour of employees towards all other employees regardless of their gender, race, colour, nationality, religion or any other factor.

10 REDUCED INEQUALITIES



The Group's employment policy is governed by various national requirements and regulations, based on the specific location of the role. In Malaysia, employees' rights are covered by the regulations set out under the Malaysian Employment Act, while the Group is guided by the Malaysian Employers' Federation. In other countries where the Group operates, our employees are covered by the local regulations governing employee rights in those jurisdictions.

Onshore Staff Distribution By Gender (%)



Onshore Non-Local Distribution By Nationality (%)



SUSTAINABILITY STATEMENT

COMMUNITY INVESTMENT AND PHILANTHROPY

The Group’s community investment efforts are governed by our three community focus areas; The Underprivileged, Education and Health.

2

ZERO HUNGER

The Underprivileged

In Malaysia, the Group has made contribution to the Rise Against Hunger (“RAH”) and Ecotourism & Conservation Society to provide food aid to the Indigenous Community in Malaysia (i.e. Orang Asli). Our contribution to RAH provided support to 125 families across 12 villages in Malaysia. In the UK, our local UK entity has contributed to the Cash for Kids programme to provide warm winter clothing to disadvantaged children and young people in the local communities who are affected by poverty, illness, neglect or have additional needs.

4

QUALITY EDUCATION

Education

The Group collaborated with both Soroptomist International Damansara (“SID”) and Teach for Malaysia (“TFM”) to provide support on IT equipment required to enable remote learning to low income family members in Malaysia. In Indonesia, our joint venture PT Armada Gema Nusantara has collaborated with the local authority to build 3 reading corners for children around the beach, to support the development of education facilities in local communities.

6

CLEAN WATER AND SANITATION

Health

In India, the JV partnership between SP and Bumi Armada supported the AAKAR Charitable Trust, who has been working over the years to provide fresh water access to the rural hinterlands of India. In 2021, the Group contributed to the construction of 3 check dams to harvest rainwater at the Alwar district, Rajasthan.

HUMAN RIGHTS

Bumi Armada resolves to uphold human rights and integrate them into all aspects of the Group’s operations, including cascading forward to our counterparties through our SCM and compliance management processes. Our commitment includes, but is not limited to:

- Ensuring people’s safety and health
- Respecting community structures and freedom of association
- Encouraging equal opportunities
- Eliminating inequality, harassment, exploitation and violence
- Protecting equality of human rights

The Group prohibits any dealings with parties that indulges in human rights offences, including:

- Human trafficking and exploitation
- Slavery, servitude and forced or compulsory labour
- Child labour

We commit to respect and protect against human rights abuse including abuse of:

- Women’s rights
- Freedom of expression
- Indigenous peoples’ rights
- Freedom of religion

To ensure adherence to the respect of human rights, Bumi Armada conducts due diligence and Know-Your-Counterparty to ensure this culture is promoted across the business. The Group also has a Speak Up (Whistleblowing) Policy that ensures a safe environment for employees to raise their concerns without fear of retaliation. Bumi Armada’s commitment to human rights can be further referenced to the UK Modern Slavery Act 2015 and Human Rights Commission of Malaysia Act 1999.

GOVERNANCE

BUSINESS ETHICS

Bumi Armada’s commitment to sustainability starts at the top with the Board of Directors providing comprehensive oversight of the management and governance of the Group including ESG issues. We have established a governance structure and implemented policies and practices that foster a culture of accountability including The Code, ERM framework, employment practices and Internal Audit. With a Zero-Tolerance policy towards bribery and corruption, the Board has mandated that every employee is governed by the Anti-Bribery and Corruption

Policy (“ABC Policy”). The ABC Policy is supported by several ancillary policies, namely:

- 1
- The Code for Employees
- 2
- The Code for Directors
- 3
- The Gifts and Hospitality Policy
- 4
- The Speak-Up (Whistleblowing) Policy
- 5
- Other Group policies
- 6
- Other Company policies

SUSTAINABILITY STATEMENT

These policies outline the professional standards of mindset and behaviour expected by all employees within the Group during the execution of their daily business activities. In addition, the ABC Policy covers extensively a range of compliance and business integrity areas, as well as the legal implications with regards to illegal payments, gifts or entertainment. Compulsory training and awareness sessions are assigned to both Directors and employees to strengthen their understanding of our ABC Policy with an annual refresher session being conducted and signed off. Directors and employees are also required to submit annual declarations in relation to any potential conflict of interest.

While the ABC Policy and The Code cover the Group's expected business behaviours internally, the Group also expects a similar standard of ethics and integrity from our business partners and suppliers, covering all these areas of mindset and behaviour including human rights and relevant labour laws.

CORPORATE GOVERNANCE

Bumi Armada is committed to executing our business with full compliance to applicable laws and regulations as well as any relevant contractual requirements imposed by our customers. To sustain safe and high-performance services to our clients, we consistently strive for continuous improvement while fulfilling the requirements of our ISO certifications. In addition, our offshore operational assets are required to comply to various international standards and regulations which are auditable by recognised certification and classification bodies. These standards are recognised in the industry and set by the following classification societies:

ABS	American Bureau of Shipping
BKI	Biro Klasifikasi Indonesia
BV	Bureau Veritas
DNV	Det Norske Veritas
IRS	Indian Register of Shipping
RMRS	Russian Maritime Register of Shipping
VR	Vietnam Ship Register

Our FPSO assets must comply with the requirements of the International Safety Management and the International Ship and Port Facility Security ("ISPS") Codes as well as the Mobile Offshore Drilling Unit Code for floating production units. In addition, our vessels comply with the International Convention for the Prevention of Pollution from Ships ("MARPOL") especially the requirements stipulated under MARPOL 73/78 including the stringent management of effluent discharges, emissions and waste management.

RISK MANAGEMENT

Our Security & Crisis Management Team continues to diligently monitor the global threat landscape, through the analysis of credible and actionable intelligence. The Group leveraged on International SOS to monitor both medical and travel risks at countries where it operates. Any identified or forecast security risks deemed to present a likely risk exposure to our people, assets and operations, are managed through an established risk-based process, which include:

- 1 conducting Security Risk Assessments ("SRA");
- 2 developing bespoke procedures; and
- 3 implementing robust physical security controls.

Vessel security compliance continues to be governed by the ISPS Code and the applicable local laws and regulations. In driving a more security conscious organisation, internal security trainings and drills continue to be conducted both onshore and offshore in order to educate and create awareness amongst our personnel of relevant security threats and effective mitigation methods.

CYBERSECURITY RISK MANAGEMENT

In line with Bumi Armada's Cyber Security Risk Management Standard, the Group continues to implement safeguards that protect our IT environment from cyber risks across both onshore and offshore operations. The standard covers the risk management process for both Operational Technology ("OT") and Information Technology ("IT") identified across the Group. We build cyber awareness across the organisation through the International Marine Contractors Association ("IMCA") "Cyber Aware at Sea" programme, as part of an ongoing capability development programme.

CONCLUSION

Despite the challenges brought forth by the on-going COVID-19 pandemic, we are driven to improve and enhance our ESG initiatives and reporting for future years. We are committed to making meaningful progress in our sustainability journey while safeguarding the safety and well-being of our employees, clients and the community. Moving forward, we will strive to expand our ESG initiatives to build a more sustainable future for both Bumi Armada and the community at large.

SUSTAINABILITY STATEMENT

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