

恒逸实业（文莱）有限公司 2023 年员工培训计划

Hengyi Industrial Sdn Bhd 2023 Staff Training Plan

2023 年公司培训工作将继续围绕公司发展目标，以安全生产、平稳运行为核心，以员工技能操作培训和本地化培养为主线，加强培训工作管理，提高培训工作的有效性、针对性和连续性，为公司经营战略目标的实现提供有力保障。Staff Training Plan for the year 2023 continues to include the company's development goal, with safe production and stable operation, focusing on the employee skill operation training and localization training, strengthen the work management training and improve the effectiveness, pertinence and continuity; To provide a strong guarantee for the realization of the company's business strategic goals.

一、培训目标 Training objectives

1、加强新入职员工岗位技能培训，确保新员工入职培训率和上岗考试通过率均达到 100%；Strengthen the job skills training of new employees to ensure that the induction training rate and the pass rate of induction examination for new employees reach 100%

2、重点推进本地员工独立顶岗培训，以保障各部门顺利完成 2023 年度独立顶岗指标；Focus on promoting the independent post training of local employee to ensure that all departments can successfully complete the independent post index in 2023;

3、针对新到岗班组长和专业技术人员开展业务和技能培训，以确保各项工作保质保量完成；Conduct business and skills training for new team leaders and professional and technical personnel to ensure that all work is completed with good quality and quantity;

4、加强语言培训，对方中方员工开展英语培训、对本地员工开展汉语培训，确保双方能够相互交流、协作。Strengthen language training, carry out English training

for Chinese employees and Chinese training for local employees to ensure that both sides can communicate and cooperate with each other.

二、基础工作 **Basic Work**

2023 年度公司将从制度层面、师资队伍层面、运作平台层面三个维度建设和完善培训体系，助力培训工作高效、规范的开展和实施。In 2023, the company plans to build and improve the training system from three dimensions: the system level, the teaching staff level and the operation platform level, to facilitate the efficient and standardised development and implementation of training work.

1、培训管理制度建设 **Construction of Training Management System**

各部门在公司培训管理制度的基础上，修订和完善部门层面的制度，持续做好制度的执行和动态管理，为开展各项培训工作提供良好的依据。On the basis of the company's training management system, all departments revise and improve the system at the departmental level, and continue to do a good job in the implementation and dynamic management of the system, providing a good basis for carrying out various training work.

2、企业内训师队伍建设 **Team Building for Internal Trainers**

为了提升内部培训力量，完善企业知识和经验的积累和传承，2023 年度公司将开展内训师队伍建设。人力资源部将通过甄选、评定等方式，在各部门选拔专业技术能力强、中英文水平高的员工作为公司的内训师，确保培训师资的胜任能力与实际培训效果。内训师负责根据公司的总体培训规划，结合部门的实际情况，定期开发和更新课程资料，开展培训授课和考试验收，建立维护员工培训档案，收集整理培训材料。As a way to improve the internal training strength and the accumulation as well as the inheritance of corporate knowledge and experience, the company plans to carry out team building for the internal trainer in 2023. The selection is based on the recommendation from the human resource department which is based on employees with strong professional and technical skills and also their Chinese and English language level as the company's internal trainers. These employees are from different departments chosen through selection and evaluation to ensure the competence of the trainers and the actual training effect. The internal trainer is responsible for regularly developing and updating course materials conducting training

combined with the actual situation of the department, carrying out training lectures and test acceptance, establishing and maintaining employee training files, and collecting and sorting out training materials.

3、信息化培训平台组建 Establishment of Information Training Platform

充分利用公司网站、LIMIS 系统等资源形成线上培训平台，将优秀培训课件上传培训平台，分专业、分装置建立形成课程库，实现培训资源共享，打造培训课程体系，确保培训内容的连续性和完整性。将员工的培训进度、考试成绩等归档整理形成员工档案并上传培训平台，通过培训档案管理加强对培训实施的监督。Make full use of the company's website, LIMIS system and other resources to form an online training platform, upload excellent training courseware to the training platform, establish a course library by major and sub-device, realize training resource sharing, create a training course system, and ensure the continuity of training content and integrity. File and organize employees' training progress and test scores to form employee files and upload them to the training platform, and strengthen the supervision of training implementation through training file management.

三、管理人员培训 Management Training

2023年将加强经营管理人员和专业技术人员培训，完善管理者的知识体系，增强专业能力、管理能力和综合素质。In 2023, the company will strengthen the training of management personnel and professional technicians, improve the knowledge system of managers, and enhance professional ability, management ability and comprehensive quality.

1、适应性培训 Adaptive Training

各专业管理部门针对人员的能力短板开展专业知识、岗位技能、业务流程等内容的培训，提高管理人员的技术水平和履职能力。Each professional management department shall carry out training on professional knowledge, post skills, business processes and other contents according to the ability of personnel to improve the technical level and performance ability of management personnel.

2、前瞻性培训 Prospective Training

通过外部培训、集团公司线上培训，参加论坛、研讨会和讲座等多种形式，拓展管理人员的战略性思维和前瞻意识，提升科学决策水平和管理能力。Through external training, group company online training, participation in forums, seminars and lectures and other forms, the strategic thinking and forward-looking awareness of managers will be expanded, and the scientific decision-making level and management ability will be improved.

四、技能操作人员培训 **Technical Operator Training**

2023年度技能操作人员的培训重点仍然是中方新员工的岗位适应性培训和本地员工的独立顶岗培训，同时将开展班组长培训，提高班组长的管理能力和本土化思维。As of 2023, the training of skilled operators will continue focusing on the job adaptability training of new Chinese employees and the independent on-the-job training of the local employees. At the same time, team leaders will be trained to improve their management ability and localized thinking.

1、中方新员工岗位适应性培训 **Job adaptability training for new Chinese Employees**

技能水平高、操作能力强的一线操作人员是企业安全生产运行的重要保障。2023 年将继续加强中方新员工的岗位适应性培训，以模块化培训为基础，结合导师带徒，系统学习岗位知识与技能，提高操作技能。利用副班开展集中的工艺、设备、HSE 培训，组织应急演练，提高应急处置能力。利用夜班和副班开展仿真培训，熟悉 DCS 系统操作。加强语言培训，组织学习生产高频词汇和句子，加强与本地员工交流融合。使新员工半年后成长为一名合格的操作工，达到独立顶岗水平。Front-line operators with high skill level and strong operation ability are the important guarantee for the safe production and operation of enterprises. In 2023, we will continue to strengthen the job adaptability training for new Chinese employees, systematically learn job knowledge and skills and improve operational skills based on modular training combined with mentors and apprentices. Use the deputy shift to carry out centralized process, equipment and HSE training, organize emergency drills, and improve emergency handling capacity. Use night shift and deputy shift to carry out simulation training and be familiar with DCS system operation. Strengthen language training, organize learning and production of high-frequency words and sentences, and strengthen communication and integration with local employees. Make

the new employee grow into a qualified operator after half a year and reach the level of independent post.

2、本地员工培训 Local Employees

(1) 奖学金及合作办学项目 Scholarships and Cooperative Education Programs

从招生录取、教学评估等各环节提升办学质量；组织好UBD第10期学生赴浙江大学、IBTE第3期、第5期、PB化学工程第1期学生赴兰州石化职业技术大学学习；做好兰州石化职业技术大学教师赴文授课的各项工作，安排好教师在文期间的后勤保障；做好UBD第8期、第9期、IBTE第3期、第4期、合作办学项目化学工程、化工设备等7个专业学生的进厂实习工作；跟进UBD奖学金项目第3个5年合作框架协议的签订工作。Continuously improve the education quality in respect of students recruiting, performance assessment, etc. Arranged the 10th batch of UBD students to study at ZJU, 3rd and 5th batch of IBTE students, 1st batch of students from PB chemical engineering to study at Lanzhou Petrochemical University of Vocational Technology. Arranged teachers from Lanzhou Petrochemical University to teach in Brunei, provided logistics supports during their stay in Brunei. Arrange field practice for students from 7 disciplines including chemical engineering and petrochemical equipment, including students from the 8th and 9th batch of UBD , the 3rd and 4th batch of IBTE , and students from collaboration programs. Following up on the signing of the third five-year cooperation framework agreement of UBD scholarship project.

(2) 岗位培训 Internship

本地学生加入企业后，将围绕本地员工独立顶岗，依据 70-20-10 模型（员工能力 70% 来自工作实践，20%来自课堂培训，10%从他人习得），开展系统培训：通过模块化培训、试（轮）岗锻炼、仿真操作、应急处理等开展内/外副操岗位技能培训；通过副班集中授课、小班授课、小组研讨等方式开展工艺、设备、HSE 的理论和现场实际操作讲解；通过导师带徒、语言培训，提升员工团队协作能力。Upon joining the company, the local students will be assigned on a rotational position with the supervision of the local employee. Based on the 70-20-10 model (70% of the employees' capabilities come from work practical, 20% from classroom training and 10% others). Carry out systematic

training; Through modular and trial rotational training, conduct internal or external assistant operation post skill training simulation operation and emergency handling; Conducting theoretical and discussion class on technology and equipment in smaller scales, theoretical HSE knowledge and onsite operation explanation, improve teamwork through mentoring and language training.

(3) 本地人才开发 Local Employee Development

本着“人尽其才、才尽其用”的主旨：结合员工自身特点，指导员工树立符合部门需要的职业发展目标；梳理和盘点本地员工的能力现状和发展潜能，制定技能操作岗位和专业技术岗位的接替计划。部门根据员工的职业规划和岗位后备计划，通过培训、轮岗、见习、大检修压担子等方式，培养和锻炼本地员工，帮助本地员工实现职业目标。组织后备 HSE 人员参加文莱政府组织的后备 HSSE 工程师能力提升培训班，为公司储备 HSE 专业人员队伍。Based on “make the best use of people and talent” quotes, employees should be guided to set up career development goals that meet the needs of their department based on personal characteristics; Sort out and review the current capacity and development potential of local employees and formulate succession plan for skilled operation technical and professional posts. Based on the employees’ career planning and post position planning, through traineeship, job rotation, internship, turnaround and other ways to help them achieving their career goals. Send the backup HSE personnel and professionals for capacity-enhancing training organised by the Brunei Government

3、班组长培训 Team Leader Training

开展班组长培训，提升班长的生产指挥、组织管理技能，建立一支高素质的班组长队伍。通过组织座谈会、小组讨论、案例分析等方式共享管理经验；组织职能部门对班组长进行管理制度宣贯，指导班组长规范管理；开展中文文化差异培训，讲解文莱文化习俗，分析讨论跨国企业文化冲突案例，使班组长能够更好开展跨文化班组管理。Carry out training for team leaders, improve their production command, organization and management skills, and establish a high-quality group of team leaders. Sharing management experience through organizing symposiums, group discussions, case studies, etc; Organize the functional departments to publicize and implement the management system for the team leader, and guide the team leader to standardize the

management; Carry out Chinese cultural difference training, explain Brunei cultural customs, analyze and discuss cultural conflict cases of multinational enterprises, so that team leaders can better carry out cross-cultural team management.

五、大检修培训 **Turnaround Training**

服务2023年全厂大检修，开展大检修专项培训：

制定大检修培训计划，组织员工系统学习停工方案、停工网络、退油吹扫方案、开工方案等大检修相关工作内容。人力部联合计划调度部、机械动力部和HSE管理部对大检修培训的实施情况进行跟踪检查，确保培训质量。安排员工进入各检修工作小组，在检修过程中，锻炼队伍、培养人才、全员充电。利用大修机会，培养、打造高素质技术人员队伍。检修完成后，组织各部门对检修过程进行总结复盘，沉淀知识和经验，进一步拓展对装置生产操作的认知。对于大检修技改项目，组织开展上岗操作证复证考试。

For the 2023 Turnaround, carry out specific training for the turnaround:

Design a specific training plan, and make it compulsory for the staff to systematically study the contents related to the turnaround such as shutdown plan, shutdown network, oil return and purging plan, and start-up plan. The Human Resources Department, together with the Planning and Dispatching Department, the Mechanical Equipment Department and the HSE Management Department, will track and inspect the implementation of turnaround training to ensure the quality of training. Arrange employees to enter each maintenance working group to train the team, cultivate talents and charge the whole staff during the maintenance process. Take advantage of turnaround opportunities to cultivate and build a high-quality technical personnel team. After the turnaround, organize all departments to summarize and review the overhaul process, accumulate knowledge and experience, and further expand the understanding of the production and operation of the device. For major maintenance and technical projects, organize and carry out the re-examination of the operation certificate.

六、特种作业 **Special Operations**

将根据文莱法律法规、文莱通用行业规范要求以及中国法律法规的相关要求，对企业特殊作业项目重新认定，对特种作业人员安排取复证培训。According to Brunei Laws and

Regulations, the requirements of Brunei's general industry norms and the relevant requirements of China's laws and regulations, the special operation projects of the enterprise will be reidentified and the special operation personnel will be arranged for recertification training.

员工培训是公司可持续发展的力量源泉，是培养人才、提高员工素质、增强企业核心竞争力最为广泛和根本的途径。2023 年公司将继续加强员工培训，使员工的知识、技能和态度得到提高和改善，为公司安全生产提供保障。Staff training is the source of strength for the company's sustainable development, and it is the most extensive and fundamental way to cultivate talents, improve the quality of employees, and enhance the core competitiveness of enterprises. In 2023, the company will continue to strengthen employee training to enhance and improve employees' knowledge, skills and attitudes, and provide guarantee for the company's safe production.