



**OFFSHORE**

ENERGY. COMMITTED.



# ANNUAL REPORT 2019

### 5.3.3 HUMAN RESOURCES

#### Headcount by Direct Hire and by Contractor

	Total			Ratios
	Grand Total	Direct Hire	Contractor	% of Contractor Employees
Africa	777	629	148	19%
Asia	978	583	395	40%
Europe	1,798	1,546	252	14%
North America	334	294	40	12%
South America	1,643	1,387	256	16%
<b>Grand Total</b>	<b>5,530</b>	<b>4,439</b>	<b>1,091</b>	<b>20%</b>

#### Headcount by employee contract and employee type

	Permanent Male Employees	Permanent Female Employees	Temporary Male Employees	Temporary Female Employees	Part-Time Male Employees	Part-Time Female Employees	% of Part-Time Employees
Africa	533	91	3	2	0	0	0%
Asia	437	122	16	8	0	0	0%
Europe	1,041	380	77	48	37	69	7%
North America	215	76	3	0	2	2	1%
South America	1,180	175	13	19	0	0	0%
<b>Grand Total</b>	<b>3,406</b>	<b>844</b>	<b>112</b>	<b>77</b>	<b>39</b>	<b>71</b>	<b>2%</b>

#### Direct Hires New Joiners Headcount

	Total New Hires	
	Total New Hire Headcount	New Hire Ratio
Africa	67	10%
Asia	206	38%
Europe	298	18%
North America	35	10%
South America	259	15%
<b>Grand Total</b>	<b>865</b>	<b>17%</b>

#### Direct Hires Turnover Headcount

	Total Turnover	
	Total Turnover Headcount	Total Turnover Rate
Africa	41	6%
Asia	73	11%
Europe	127	8%
North America	29	9%
South America	368	21%
<b>Grand Total</b>	<b>638</b>	<b>13%</b>

## 5 NON-FINANCIAL DATA

### Direct Hires Performance Appraisals

	Male %	Female %	Total % <sup>1</sup>
Performance Appraisals Completed - Onshore (2018)	92%	90%	92%
Performance Appraisals Completed - Offshore (2018)	93%	100%	94%

<sup>1</sup> An appraisal is considered completed when it has been validated by the Line Manager

### Direct Hires Collective Bargaining

	%
Percentage of Employees covered by Collective Bargaining Agreements	87% <sup>1</sup>

<sup>1</sup> The rights of expatriate population are supported by internal policies, as agreed in the employment contract and with reference to the offshore and onshore manuals. Accordingly, they are considered by SBM Offshore to be qualified for collective bargaining.

### 5.3.4 5-YEAR KEY SUSTAINABILITY FIGURES

	2019	2018	2017	2016	2015
<b>Health, Safety and Security</b>					
TRIFR (rate)	<b>0.13</b>	0.18	0.19	0.31	0.22
High consequence Injury rate	<b>0</b>	0	0	0	0
Fatalities work related (number)	<b>1</b>	1	0	0	0
Total consolidated exposure hours <sup>1</sup>	<b>34.58</b>	27.32	13,38	14.63	31.36
<b>Environment<sup>2</sup></b>					
Total GHG Emissions Offshore <sup>3</sup>	<b>5,640</b>	5,681	6,185	7,095	6,888
Total GHG Emissions Offshore per production <sup>4</sup>	<b>105.54</b>	105.45	106.65	149.58	178.73
Flaring per production	<b>11.87</b>	11.45	12.4	24.43	34.5
Flaring on SBM account per production	<b>3.95</b>	3.98	6.02	2.59	3.07
Offshore energy consumption <sup>5</sup>	<b>61,410,467</b>	62,085,490	67,089,996	55,634,601	42,357,353
<b>Human Resources<sup>6</sup></b>					
Total Employees <sup>7</sup>	<b>5,530</b>	4,740	4,810	4,748	7,020
Total Direct Hires <sup>7</sup>	<b>4,439</b>	4,079	4,126	4,174	6,342
Total Contractors <sup>7</sup>	<b>1,091</b>	661	684	574	678
Contractors / Direct Hires Ratio <sup>7</sup>	<b>20%</b>	14%	14%	12%	10%
Total of Females in Direct Hire Workforce	<b>22%</b>	19%	18%	20%	21%
Part-time Workforce	<b>2%</b>	3%	4%	4%	3%
<b>Employee Rates<sup>6</sup></b>					
Turnover	<b>13%</b>	10%	10%	19%	22%
<b>Appraisals</b>					
Performance Appraisals Completed	<b>93%</b>	96%	94%	94%	96%

1 in millions of hours

2 2015-2018 data revised to reflect updated reporting boundaries (see section 5.2.2)

3 thousand tonnes of CO<sub>2</sub> equivalents

4 tonnes of GHG emissions per thousand tonnes of hydrocarbon production

5 GJ = gigajoule, energy from fuel gas and marine gas oil

6 does not include construction yards except if specified otherwise

7 including construction yards