

# 2017

## ANNUAL REPORT



**EXPERIENCE MATTERS**

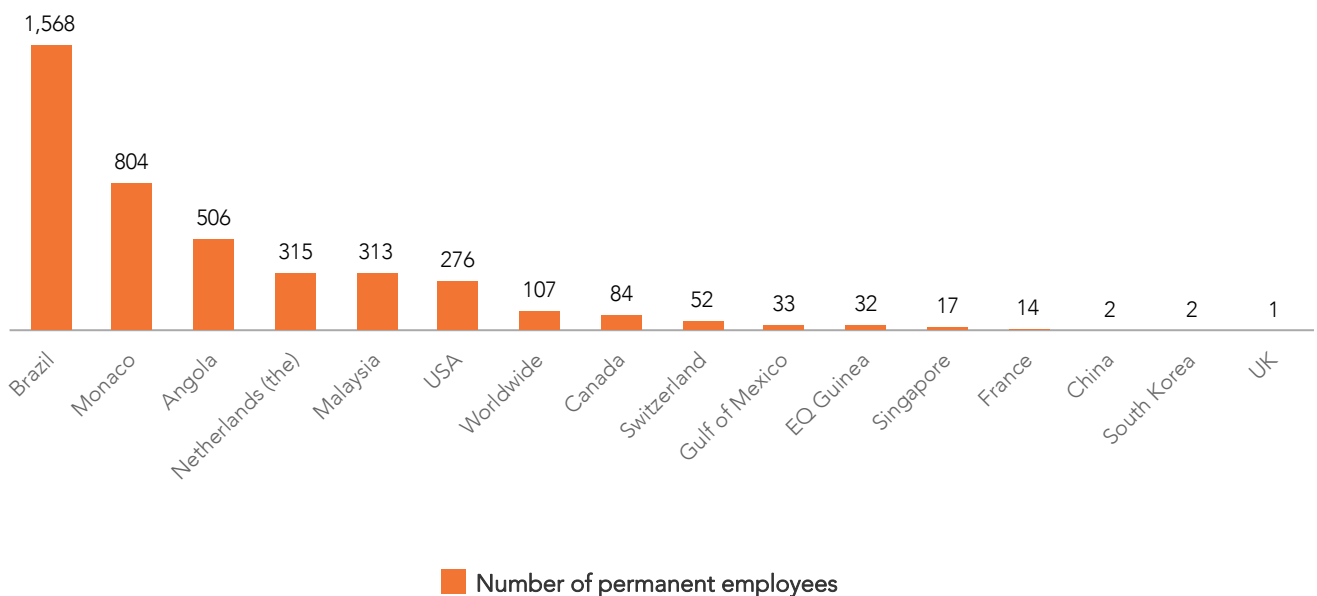
## 5 NON-FINANCIAL DATA

### 5.2.3 HUMAN RESOURCES

#### Headcount by Employee Type

	Grand Total	Total		Ratios
		Permanent	Contractor	% of Contractor Employees
<b>SBM USA</b>	<b>235</b>	<b>229</b>	<b>6</b>	<b>3%</b>
<b>SBM – Malaysia</b>	<b>316</b>	<b>233</b>	<b>83</b>	<b>26%</b>
<b>SBM – Brazil</b>	<b>113</b>	<b>113</b>	<b>0</b>	<b>0%</b>
<b>SBM – Europe</b>	<b>734</b>	<b>679</b>	<b>55</b>	<b>7%</b>
SBM – Schiedam	232	220	12	5%
SBM – Monaco	410	372	38	9%
Imodco	92	87	5	5%
<b>SBM – Operations</b>	<b>2,381</b>	<b>1,882</b>	<b>499</b>	<b>21%</b>
SBM – Headquarters	190	167	23	12%
SBM – Operations Brazil	1,152	1,019	133	12%
SBM – Operations Asia & Africa	109	71	38	35%
SBM – Operations Angola	461	401	60	13%
SBM – Operations North America	469	224	245	52%
<b>SBM – Gas, Power &amp; Renewables</b>	<b>13</b>	<b>13</b>	<b>0</b>	<b>0%</b>
<b>SBM – FPSO</b>	<b>69</b>	<b>69</b>	<b>0</b>	<b>0%</b>
<b>SBM – Group Executive Functions</b>	<b>114</b>	<b>87</b>	<b>27</b>	<b>24%</b>
<b>SBM – Shared Services</b>	<b>97</b>	<b>96</b>	<b>1</b>	<b>1%</b>
<b>SBM – Corporate</b>	<b>215</b>	<b>212</b>	<b>3</b>	<b>1%</b>
<b>Total</b>	<b>4,287</b>	<b>3,613</b>	<b>674</b>	<b>16%</b>
<b>Construction Yards (Brasa &amp; Paenal)</b>	<b>523</b>	<b>513</b>	<b>10</b>	<b>2%</b>
<b>Grand Total</b>	<b>4,810</b>	<b>4,126</b>	<b>684</b>	<b>14%</b>

#### Permanent Employees Headcount by Location



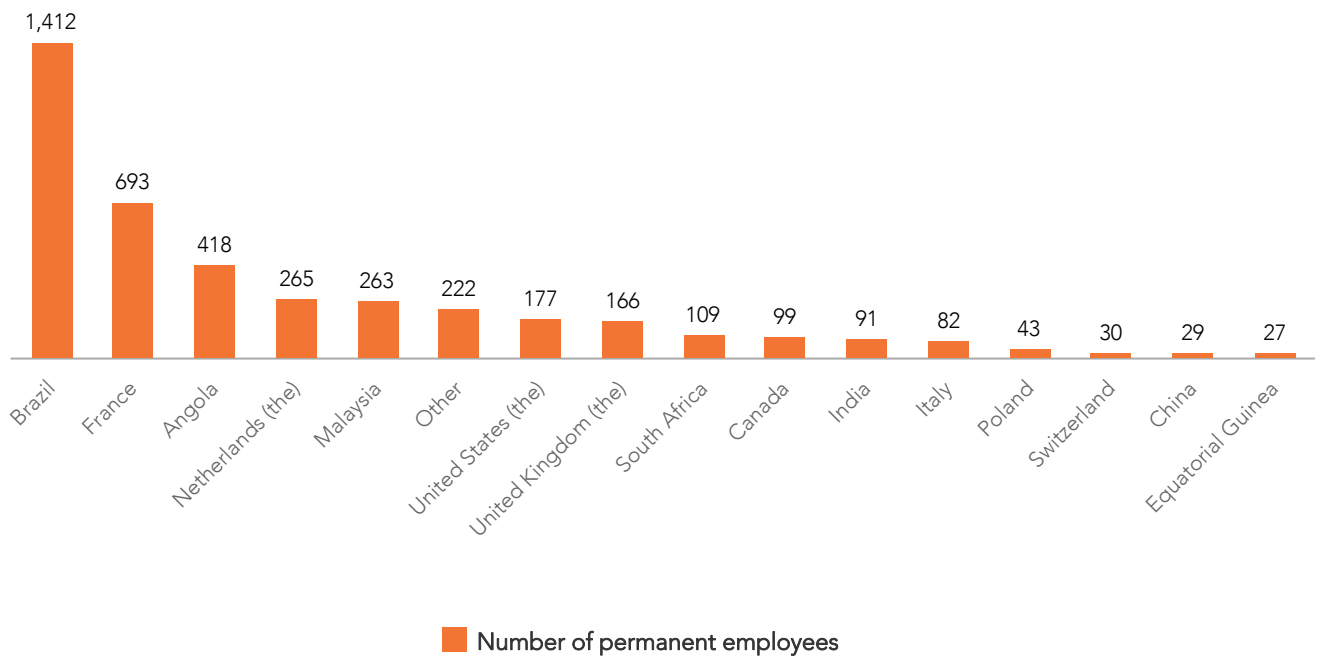


## Headcount by Gender and by Age

	Permanent		Ratio by Gender	Headcount by Age		
	Male	Female	% of Permanent Female Employees	Headcount Permanent staff Under 30	Headcount Permanent staff between 30-50	Headcount Permanent staff Over 50
<b>SBM USA</b>	<b>164</b>	<b>65</b>	<b>28%</b>	<b>3</b>	<b>170</b>	<b>56</b>
<b>SBM – Malaysia</b>	<b>161</b>	<b>72</b>	<b>31%</b>	<b>10</b>	<b>204</b>	<b>19</b>
<b>SBM – Brazil</b>	<b>61</b>	<b>52</b>	<b>46%</b>	<b>20</b>	<b>89</b>	<b>4</b>
<b>SBM – Europe</b>	<b>548</b>	<b>131</b>	<b>19%</b>	<b>37</b>	<b>540</b>	<b>102</b>
SBM – Schiedam	181	39	18%	9	168	43
SBM – Monaco	298	74	20%	23	304	45
Imodco	69	18	21%	5	68	14
<b>SBM – Operations</b>	<b>1,689</b>	<b>193</b>	<b>10%</b>	<b>170</b>	<b>1,331</b>	<b>381</b>
SBM – Headquarters	117	50	30%	9	119	39
SBM – Operations Brazil	930	89	9%	133	693	193
SBM – Operations Asia & Africa	69	2	3%	2	55	14
SBM – Operations Angola	377	24	6%	16	324	61
SBM – Operations North America	196	28	13%	10	140	74
<b>SBM – Gas, Power &amp; Renewables</b>	<b>10</b>	<b>3</b>	<b>23%</b>	<b>1</b>	<b>7</b>	<b>5</b>
<b>SBM – FPSO</b>	<b>55</b>	<b>14</b>	<b>20%</b>	<b>1</b>	<b>47</b>	<b>21</b>
<b>SBM – Group Executive Functions</b>	<b>65</b>	<b>22</b>	<b>25%</b>	<b>2</b>	<b>68</b>	<b>17</b>
<b>SBM – Shared Services</b>	<b>44</b>	<b>52</b>	<b>54%</b>	<b>25</b>	<b>64</b>	<b>7</b>
<b>SBM – Corporate</b>	<b>150</b>	<b>62</b>	<b>29%</b>	<b>24</b>	<b>158</b>	<b>30</b>
<b>Total</b>	<b>2,947</b>	<b>666</b>	<b>18%</b>	<b>293</b>	<b>2,678</b>	<b>642</b>
Construction Yards (Brasa & Paenal)	463	50	10%	56	406	51
<b>Grand Total</b>	<b>3,410</b>	<b>716</b>	<b>17%</b>	<b>349</b>	<b>3,084</b>	<b>693</b>

## 5 NON-FINANCIAL DATA

Permanent Employees Headcount by Nationality



Permanent Employees Part Time Headcount

	Total Part Time Employees	Part Time Male Employees	Part Time Female Employees	% of Part Time Employees
<b>SBM USA</b>	15	6	9	7%
<b>SBM – Malaysia</b>	0	0	0	0%
<b>SBM – Brazil</b>	1	0	1	1%
<b>SBM – Europe</b>	81	46	35	12%
SBM – Schiedam	36	20	16	16%
SBM – Monaco	39	23	16	10%
Imodco	6	3	3	7%
<b>SBM – Operations</b>	4	1	3	0%
SBM – Headquarters	3	0	3	2%
SBM – Operations Brazil	1	1	0	0%
SBM – Operations Asia & Africa	0	0	0	0%
SBM – Operations Angola	0	0	0	0%
SBM – Operations North America	0	0	0	0%
<b>SBM – Gas, Power &amp; Renewables</b>	1	1	0	8%
<b>SBM – FPSO</b>	3	2	1	4%
<b>SBM – Group Executive Functions</b>	6	0	6	7%
<b>SBM – Shared Services</b>	15	2	13	16%
<b>SBM – Corporate</b>	17	5	12	8%
<b>Total</b>	<b>143</b>	<b>63</b>	<b>80</b>	<b>4%</b>
Construction Yards (Brasa & Paenal)	0	0	0	0%
<b>Grand Total</b>	<b>143</b>	<b>63</b>	<b>80</b>	<b>3%</b>

## Permanent Employees Turnover Headcount by Age and by Gender

	Total Turnover		Total Turnover by Gender		Total Turnover by Age		
	Total Turnover Headcount	Total Turnover Rate	Male Turnover	Female Turnover	Under 30	30-50	Over 50
<b>SBM USA</b>	<b>34</b>	<b>13%</b>	<b>25</b>	<b>9</b>	<b>1</b>	<b>17</b>	<b>16</b>
<b>SBM – Malaysia</b>	<b>29</b>	<b>11%</b>	<b>16</b>	<b>13</b>	<b>6</b>	<b>19</b>	<b>4</b>
<b>SBM – Brazil</b>	<b>27</b>	<b>19%</b>	<b>9</b>	<b>18</b>	<b>6</b>	<b>21</b>	<b>0</b>
<b>SBM – Europe</b>	<b>70</b>	<b>9%</b>	<b>41</b>	<b>29</b>	<b>22</b>	<b>38</b>	<b>10</b>
SBM – Schiedam	27	11%	19	8	8	11	8
SBM – Monaco	24	6%	12	12	8	15	1
Imodco	19	18%	10	9	6	12	1
<b>SBM – Operations</b>	<b>176</b>	<b>9%</b>	<b>144</b>	<b>32</b>	<b>21</b>	<b>126</b>	<b>29</b>
SBM – Headquarters	15	8%	12	3	4	6	5
SBM – Operations Brazil	112	10%	86	26	15	83	14
SBM – Operations Asia & Africa	3	10%	3	0	0	2	1
SBM – Operations Angola	31	7%	29	2	2	25	4
SBM – Operations North America	15	6%	14	1	0	10	5
<b>SBM – Gas, Power &amp; Renewables</b>	<b>0</b>	<b>0%</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>SBM – FPSO</b>	<b>5</b>	<b>7%</b>	<b>4</b>	<b>1</b>	<b>3</b>	<b>1</b>	<b>1</b>
<b>SBM – Group Executive Functions</b>	<b>12</b>	<b>12%</b>	<b>9</b>	<b>3</b>	<b>2</b>	<b>4</b>	<b>6</b>
<b>SBM – Shared Services</b>	<b>21</b>	<b>18%</b>	<b>5</b>	<b>16</b>	<b>5</b>	<b>15</b>	<b>1</b>
<b>SBM – Corporate</b>	<b>39</b>	<b>16%</b>	<b>25</b>	<b>14</b>	<b>14</b>	<b>19</b>	<b>6</b>
<b>Total</b>	<b>413</b>	<b>10%</b>	<b>278</b>	<b>135</b>	<b>80</b>	<b>260</b>	<b>73</b>
<b>Construction Yards (Brasa &amp; Paenal)</b>	<b>170</b>	<b>25%</b>	<b>150</b>	<b>20</b>	<b>15</b>	<b>126</b>	<b>29</b>
<b>Grand Total</b>	<b>583</b>	<b>12%</b>	<b>428</b>	<b>155</b>	<b>95</b>	<b>386</b>	<b>102</b>

## Permanent Employees Turnover Reasons

	Permanent Staff Turnover excluding Construction Yards		Permanent Construction Yards Staff Turnover	
	Turnover	Turnover rate	Turnover	Turnover Rate
Resignation	141	4%	3	0%
Dismissal	189	5%	166	24%
<b>Net Turnover</b>	<b>330</b>	<b>8%</b>	<b>169</b>	<b>25%</b>
End of Contract	70	2%	0	0%
Retirement	11	0%	0	0%
Fatalities non-work related	2	0%	3	0%
Fatalities work related <sup>1</sup>	0	0%	0	0%
<b>Total</b>	<b>413</b>	<b>10%</b>	<b>170</b>	<b>25%</b>

<sup>1</sup> Includes non accidental fatalities which occurred during active employment

## 5 NON-FINANCIAL DATA

### Permanent Employees New Hire Headcount by Gender and by Age

	Total		Gender		Total New Hires by Age		
	Total New Hire Headcount	New Hire Ratio	Male New Hire	Female New Hire	Under 30	30-50	Over 50
<b>SBM USA</b>	<b>5</b>	<b>2%</b>	<b>5</b>	<b>0</b>	<b>0</b>	<b>3</b>	<b>2</b>
<b>SBM – Malaysia</b>	<b>12</b>	<b>4%</b>	<b>8</b>	<b>4</b>	<b>3</b>	<b>7</b>	<b>2</b>
<b>SBM – Brazil</b>	<b>17</b>	<b>12%</b>	<b>6</b>	<b>11</b>	<b>5</b>	<b>12</b>	<b>0</b>
<b>SBM – Europe</b>	<b>49</b>	<b>6%</b>	<b>37</b>	<b>12</b>	<b>22</b>	<b>25</b>	<b>2</b>
SBM – Schiedam	21	9%	18	3	4	16	1
SBM – Monaco	19	5%	13	6	12	6	1
Imodco	9	9%	6	3	6	3	0
<b>SBM – Operations</b>	<b>209</b>	<b>10%</b>	<b>188</b>	<b>21</b>	<b>45</b>	<b>148</b>	<b>16</b>
SBM – Headquarters	16	9%	13	3	5	11	0
SBM – Operations Brazil	106	9%	96	10	33	67	6
SBM – Operations Asia & Africa	6	8%	5	1	1	5	0
SBM – Operations Angola	44	10%	43	1	4	38	2
SBM – Operations North America	37	15%	31	6	2	27	8
<b>SBM – Gas, Power &amp; Renewables</b>	<b>2</b>	<b>13%</b>	<b>2</b>	<b>0</b>	<b>1</b>	<b>1</b>	<b>0</b>
<b>SBM – FPSO</b>	<b>3</b>	<b>4%</b>	<b>2</b>	<b>1</b>	<b>3</b>	<b>0</b>	<b>0</b>
<b>SBM – Group Executive Functions</b>	<b>4</b>	<b>4%</b>	<b>1</b>	<b>3</b>	<b>1</b>	<b>3</b>	
<b>SBM – Shared Services</b>	<b>15</b>	<b>12%</b>	<b>7</b>	<b>8</b>	<b>7</b>	<b>7</b>	<b>1</b>
<b>SBM – Corporate</b>	<b>27</b>	<b>13%</b>	<b>18</b>	<b>9</b>	<b>17</b>	<b>9</b>	<b>1</b>
<b>Total</b>	<b>343</b>	<b>9%</b>	<b>274</b>	<b>69</b>	<b>104</b>	<b>215</b>	<b>24</b>
<b>Construction Yards (Brasa &amp; Paenal)</b>	<b>192</b>	<b>28%</b>	<b>175</b>	<b>17</b>	<b>26</b>	<b>145</b>	<b>21</b>
<b>Grand Total</b>	<b>535</b>	<b>11%</b>	<b>449</b>	<b>86</b>	<b>130</b>	<b>360</b>	<b>45</b>

### Permanent Employees Absenteeism Rates

	Average Average days in % per FTE <sup>1</sup>
<b>SBM – USA</b>	<b>0.97%</b>
<b>SBM – Malaysia</b>	<b>2.31%</b>
<b>SBM Brazil</b>	<b>1.48%</b>
<b>SBM Europe</b>	<b>2.13%</b>
SBM – Schiedam	3.06%
SBM – Monaco	1.93%
Imodco	0.87%
<b>SBM – Operations Headquarters</b>	<b>2.16%</b>
<b>SBM – Gas, Power &amp; Renewables</b>	<b>2.12%</b>
<b>SBM – FPSO</b>	<b>1.43%</b>
<b>SBM – Group Executive Functions</b>	<b>1.34%</b>
<b>SBM – Shared Services</b>	<b>2.71%</b>
<b>SBM – Corporate</b>	<b>1.80%</b>
<b>Average</b>	<b>1.90%</b>

<sup>1</sup> The reported data covers a part of the permanent employees (excluding construction yards) and does not represent the entire Company's performance.

## Employee Training Hours by Categories

	Permanent Employees		Construction Yards	
	Total Number of Training Hours	Training Hours per Employee	Total Number of Training Hours	Training Hours per Employee
HSSE Training	87,871		13,018	
Ethics & Compliance Training	2,397		73	
Leadership and Management Training	5,443		77	
Project Management Training	3,457		0	
Non-Technical Training	15,710		2,541	
Technical Training	18,240		1,512	
<b>Total number of Training hours</b>	<b>133,117</b>	<b>37</b>	<b>17,220</b>	<b>34</b>

## Permanent Employees Training hours by Gender

	Total Training Hours	Total Training Hours per Permanent Employee	Male Training Hours	Female Training Hours
<b>SBM – USA</b>	<b>3,933</b>	<b>17</b>	<b>2,889</b>	<b>1,044</b>
<b>SBM – Malaysia</b>	<b>8,166</b>	<b>35</b>	<b>6,042</b>	<b>2,124</b>
<b>SBM – Brazil</b>	<b>4,698</b>	<b>42</b>	<b>2,794</b>	<b>1,904</b>
<b>SBM – Europe</b>	<b>19,021</b>	<b>28</b>	<b>17,283</b>	<b>1,738</b>
SBM – Schiedam	5,256	24	5,091	165
SBM – Monaco	11,477	31	10,284	1,193
Imodco	2,288	26	1,907	380
<b>SBM – Operations</b>	<b>89,395</b>	<b>48</b>	<b>86,278</b>	<b>3,117</b>
SBM – Headquarters	4,010	24	3,657	352
SBM – Operations Brazil	68,794	68	66,481	2,313
SBM – Operations Asia & Africa	339	5	283	56
SBM – Operations Angola	10,843	27	10,584	259
SBM – Operations North America	5,410	24	5,273	137
<b>SBM – Gas, Power &amp; Renewables</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>SBM – FPSO</b>	<b>1,286</b>	<b>19</b>	<b>1,154</b>	<b>132</b>
<b>SBM – Group Executive Functions</b>	<b>1,087</b>	<b>12</b>	<b>1,000</b>	<b>87</b>
<b>SBM – Shared Services</b>	<b>1,977</b>	<b>21</b>	<b>1,673</b>	<b>304</b>
<b>SBM – Corporate</b>	<b>3,554</b>	<b>17</b>	<b>2,839</b>	<b>716</b>
<b>Total</b>	<b>133,117</b>	<b>37</b>	<b>121,951</b>	<b>11,166</b>
<b>Construction Yards (Brasa &amp; Paenal)</b>	<b>17,220</b>	<b>34</b>	<b>16,347</b>	<b>874</b>
<b>Grand Total</b>	<b>150,337</b>	<b>36</b>	<b>138,298</b>	<b>12,039</b>

## Permanent Employees Training Hours

	Total Training Hours per Permanent Employee	Total Number of Training Hours
Onshore	26	70,635
Offshore	58	79,702
<b>Total</b>	<b>36</b>	<b>150,337</b>

## 5 NON-FINANCIAL DATA

### Number of Ethics and Compliance Trainings

	Total number of Ethics and Compliance trainings
<b>SBM – USA</b>	<b>281</b>
<b>SBM – Malaysia</b>	<b>173</b>
<b>SBM – Brazil</b>	<b>91</b>
<b>SBM – Europe</b>	<b>463</b>
SBM – Schiedam	231
SBM – Monaco	187
Imodco	45
<b>SBM – Operations</b>	<b>476</b>
SBM – Headquarters	81
SBM – Operations Brazil	277
SBM – Operations Asia & Africa	6
SBM – Operations Angola	61
SBM – Operations North America	51
<b>SBM – Gas, Power &amp; Renewables</b>	<b>0</b>
<b>SBM – FPSO</b>	<b>63</b>
<b>SBM – Group Executive Functions</b>	<b>53</b>
<b>SBM – Shared Services</b>	<b>88</b>
<b>SBM – Corporate</b>	<b>209</b>
<b>Total</b>	<b>1,897</b>
<b>Construction Yards (Brasa &amp; Paenal)</b>	<b>58</b>
<b>Grand Total</b>	<b>1,955</b>

### Number of Ethics and Compliance Trainings – Onshore / Offshore

	Total number of Ethics and Compliance trainings
Onshore	1,729
Offshore	168
<b>Total</b>	<b>1,897</b>
<b>Construction Yards (Brasa &amp; Paenal)</b>	<b>58</b>
<b>Grand Total</b>	<b>1,955</b>

### Compliance Certificates and Trainings to Designated Staff

	Designated Staff
Number of employees in Designated Staff per year-end	845

<sup>1</sup> Designated Staff reflecting the number of employees per January 1, 2017 in Hay-Grade 11 or above, less the number of employees that left the Company during the year.

		Average Completion <sup>1</sup>
Compliance Certificate completed	full year	85%
Trained on Code of Conduct (face-to-face and/or e-Learning)	full year	85%

<sup>1</sup> The ratio of completion of Compliance Certificates and Training on the Code of Conduct (face-to-face and/or e-Learning) of Onshore Designated Staff is 97%, that of Offshore Designated Staff 18% (Compliance Certificates) and 21% (face-to-face training and/or e-Learning).



## Overall number of face-to-face trainings in 2017

	# people trained
Face-to-face trainings worldwide	1,179

## Overall completions of Code of Conduct e-Learning campaign 2016-2017

	# people trained
e-Learnings in 2016	1,678
Additional e-Learnings in 2017	302

## Integrity Line Reports

	Total
Integrity Line Reports received	37

## Permanent Employees Training costs

	in US\$
Total training costs	3,699,004

## Permanent Employees Performance Appraisals and Developing Process

	Male %	Female %	Total % <sup>1</sup>
Performance Appraisals Completed – Onshore (2016)	98%	92%	96%
Performance Appraisals Completed – Offshore (2016) <sup>2</sup>	91%	88%	91%

1 An appraisal is considered completed when it has been validated by the Line Manager.

2 For 2017, SBM Operation Angola is not included in the calculation of the KPI.

## Collective Bargaining

	%
Percentage of Employees covered by Collective Bargaining Agreements	88%

## 5 NON-FINANCIAL DATA

### 5.2.4 5-YEAR KEY SUSTAINABILITY FIGURES

	2017	2016	2015	2014	2013
<b>Health, Safety and Security<sup>1</sup></b>					
LTIFR (rate)	0.06	0.11	0.03	0.05	0.15
TRIFR (rate)	0.19	0.31	0.22	0.22	0.44
Fatalities work related (number)	0	0	0	2	0
Total consolidated exposure hours	13.38	14.63	31.36	64.02	56.64
<b>Environment</b>					
Total GHG Emissions Offshore <sup>2</sup>	5,585	6,317	5,456		
Total GHG Emissions Offshore per production <sup>3</sup>	99.88	141.58	160.34		
Offshore energy consumption <sup>4</sup>	62,746,663	55,486,649	38,298,297		
Offshore energy Consumption per production <sup>5</sup>	1.12	1.24	1.13		
Number of Oil Spills > 1 Barrel per Production	0	0	0	1	0
<b>Human Resources<sup>6</sup></b>					
Total Employees <sup>7</sup>	4,810	4,748	7,020	10,215	9,936
Contract / Permanent Ratio <sup>7</sup>	14%	12%	10%	19%	22%
Total Permanent Employees <sup>7</sup>	4,126	4,174	6,342	8,234	8,358
Total Contractors <sup>7</sup>	684	574	678	1,981	1,578
Total of Females in Permanent Workforce	18%	20%	21%	16%	24%
Part-time Workforce	4%	4%	3%	3%	3%
Part-time Females	56%	57%	66%	75%	75%
Part-time Males	44%	43%	34%	25%	25%
<b>Employee Rates<sup>6</sup></b>					
Turnover	10%	19%	22%	14%	14%
Resignation	4%	2%	6%	8%	10%
Dismissal	5%	16%	14%	4%	4%
Retirement	0%	0%	1%	0%	0%
Fatalities Non Work Related	0%	0%	0%	0%	0%
<b>Appraisals</b>					
Performance Appraisals Completed	94%	94%	96%	96%	90%
<b>Competency Training Indicators</b>					
Offshore Training Hours per Eligible Employee	58	54	60	66	95
Onshore Training Hours per Eligible Employee	26	25	26	30	28

1 PricewaterhouseCoopers Accountants N.V. has provided limited assurance on the HSSE data reported for the years 2011 until 2013 based on a separate report on selected key sustainability indicators prepared by SBM Offshore.

2 Million tonnes of CO<sub>2</sub> equivalents

3 tonnes of GHG emissions per thousand tonnes of hydrocarbon production

4 in Gigajoules

5 Gigajoule of energy per tonnes of hydrocarbon production

6 does not include Construction Yards except if specified otherwise

7 including Construction Yards