

2017

ANNUAL REPORT



EXPERIENCE MATTERS

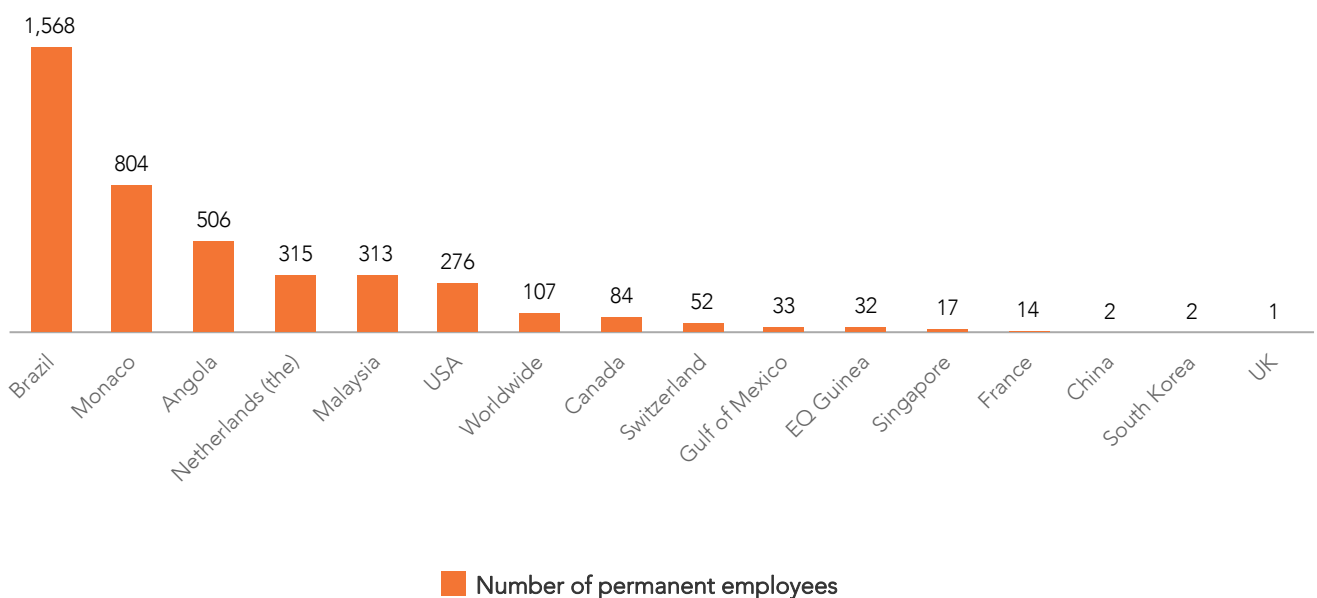
5 NON-FINANCIAL DATA

5.2.3 HUMAN RESOURCES

Headcount by Employee Type

	Grand Total	Total		Ratios
		Permanent	Contractor	% of Contractor Employees
SBM USA	235	229	6	3%
SBM – Malaysia	316	233	83	26%
SBM – Brazil	113	113	0	0%
SBM – Europe	734	679	55	7%
SBM – Schiedam	232	220	12	5%
SBM – Monaco	410	372	38	9%
Imodco	92	87	5	5%
SBM – Operations	2,381	1,882	499	21%
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%
SBM – Gas, Power & Renewables	13	13	0	0%
SBM – FPSO	69	69	0	0%
SBM – Group Executive Functions	114	87	27	24%
SBM – Shared Services	97	96	1	1%
SBM – Corporate	215	212	3	1%
Total	4,287	3,613	674	16%
Construction Yards (Brasa & Paenal)	523	513	10	2%
Grand Total	4,810	4,126	684	14%

Permanent Employees Headcount by Location

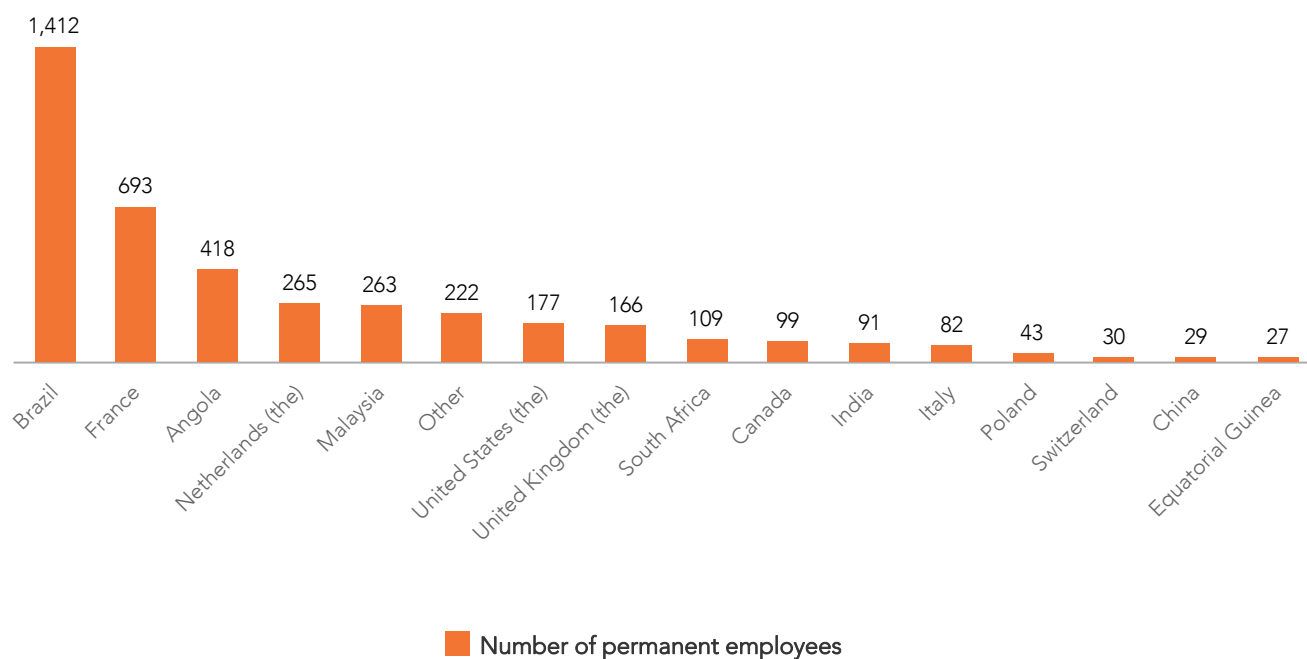


Headcount by Gender and by Age

	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
SBM USA	164	65	28%	3	170	56
SBM – Malaysia	161	72	31%	10	204	19
SBM – Brazil	61	52	46%	20	89	4
SBM – Europe	548	131	19%	37	540	102
SBM – Schiedam	181	39	18%	9	168	43
SBM – Monaco	298	74	20%	23	304	45
Imodco	69	18	21%	5	68	14
SBM – Operations	1,689	193	10%	170	1,331	381
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
SBM – Gas, Power & Renewables	10	3	23%	1	7	5
SBM – FPSO	55	14	20%	1	47	21
SBM – Group Executive Functions	65	22	25%	2	68	17
SBM – Shared Services	44	52	54%	25	64	7
SBM – Corporate	150	62	29%	24	158	30
Total	2,947	666	18%	293	2,678	642
Construction Yards (Brasa & Paenal)	463	50	10%	56	406	51
Grand Total	3,410	716	17%	349	3,084	693

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
SBM USA	15	6	9	7%
SBM – Malaysia	0	0	0	0%
SBM – Brazil	1	0	1	1%
SBM – Europe	81	46	35	12%
SBM – Schiedam	36	20	16	16%
SBM – Monaco	39	23	16	10%
Imodco	6	3	3	7%
SBM – Operations	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%
SBM – Gas, Power & Renewables	1	1	0	8%
SBM – FPSO	3	2	1	4%
SBM – Group Executive Functions	6	0	6	7%
SBM – Shared Services	15	2	13	16%
SBM – Corporate	17	5	12	8%
Total	143	63	80	4%
Construction Yards (Brasa & Paenal)	0	0	0	0%
Grand Total	143	63	80	3%

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
SBM USA	34	13%	25	9	1	17	16
SBM – Malaysia	29	11%	16	13	6	19	4
SBM – Brazil	27	19%	9	18	6	21	0
SBM – Europe	70	9%	41	29	22	38	10
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
SBM – Operations	176	9%	144	32	21	126	29
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
SBM – Gas, Power & Renewables	0	0%	0	0	0	0	0
SBM – FPSO	5	7%	4	1	3	1	1
SBM – Group Executive Functions	12	12%	9	3	2	4	6
SBM – Shared Services	21	18%	5	16	5	15	1
SBM – Corporate	39	16%	25	14	14	19	6
Total	413	10%	278	135	80	260	73
Construction Yards (Brasa & Paenal)	170	25%	150	20	15	126	29
Grand Total	583	12%	428	155	95	386	102

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%
Net Turnover	330	8%	169	25%
End of Contract	70	2%	0	0%
Retirement	11	0%	0	0%
Fatalities non-work related	2	0%	3	0%
Fatalities work related ¹	0	0%	0	0%
Total	413	10%	170	25%

¹ 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
SBM USA	5	2%	5	0	0	3	2
SBM – Malaysia	12	4%	8	4	3	7	2
SBM – Brazil	17	12%	6	11	5	12	0
SBM – Europe	49	6%	37	12	22	25	2
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
SBM – Operations	209	10%	188	21	45	148	16
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
SBM – Gas, Power & Renewables	2	13%	2	0	1	1	0
SBM – FPSO	3	4%	2	1	3	0	0
SBM – Group Executive Functions	4	4%	1	3	1	3	
SBM – Shared Services	15	12%	7	8	7	7	1
SBM – Corporate	27	13%	18	9	17	9	1
Total	343	9%	274	69	104	215	24
Construction Yards (Brasa & Paenal)	192	28%	175	17	26	145	21
Grand Total	535	11%	449	86	130	360	45

Permanent Employees Absenteeism Rates

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

¹ 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	
Total number of Training hours	133,117	37	17,220	34

Permanent Employees Training hours by Gender

	Total Training Hours	Total Training Hours per Permanent Employee	Male Training Hours	Female Training Hours
SBM – USA	3,933	17	2,889	1,044
SBM – Malaysia	8,166	35	6,042	2,124
SBM – Brazil	4,698	42	2,794	1,904
SBM – Europe	19,021	28	17,283	1,738
SBM – Schiedam	5,256	24	5,091	165
SBM – Monaco	11,477	31	10,284	1,193
Imodco	2,288	26	1,907	380
SBM – Operations	89,395	48	86,278	3,117
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
SBM – Gas, Power & Renewables	0	0	0	0
SBM – FPSO	1,286	19	1,154	132
SBM – Group Executive Functions	1,087	12	1,000	87
SBM – Shared Services	1,977	21	1,673	304
SBM – Corporate	3,554	17	2,839	716
Total	133,117	37	121,951	11,166
Construction Yards (Brasa & Paenal)	17,220	34	16,347	874
Grand Total	150,337	36	138,298	12,039

Permanent Employees Training Hours

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

5 NON-FINANCIAL DATA

Number of Ethics and Compliance Trainings

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

Number of Ethics and Compliance Trainings – Onshore / Offshore

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

Compliance Certificates and Trainings to Designated Staff

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

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

¹ 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 % ¹
Performance Appraisals Completed – Onshore (2016)	98%	92%	96%
Performance Appraisals Completed – Offshore (2016) ²	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
Health, Safety and Security¹					
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
Environment					
Total GHG Emissions Offshore ²	5,585	6,317	5,456		
Total GHG Emissions Offshore per production ³	99.88	141.58	160.34		
Offshore energy consumption ⁴	62,746,663	55,486,649	38,298,297		
Offshore energy Consumption per production ⁵	1.12	1.24	1.13		
Number of Oil Spills > 1 Barrel per Production	0	0	0	1	0
Human Resources⁶					
Total Employees ⁷	4,810	4,748	7,020	10,215	9,936
Contract / Permanent Ratio ⁷	14%	12%	10%	19%	22%
Total Permanent Employees ⁷	4,126	4,174	6,342	8,234	8,358
Total Contractors ⁷	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%
Employee Rates⁶					
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%
Appraisals					
Performance Appraisals Completed	94%	94%	96%	96%	90%
Competency Training Indicators					
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 CO₂ 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