SBM OFFSHORE



EXPERIENCE MATTERS

2016 ANNUAL REPORT

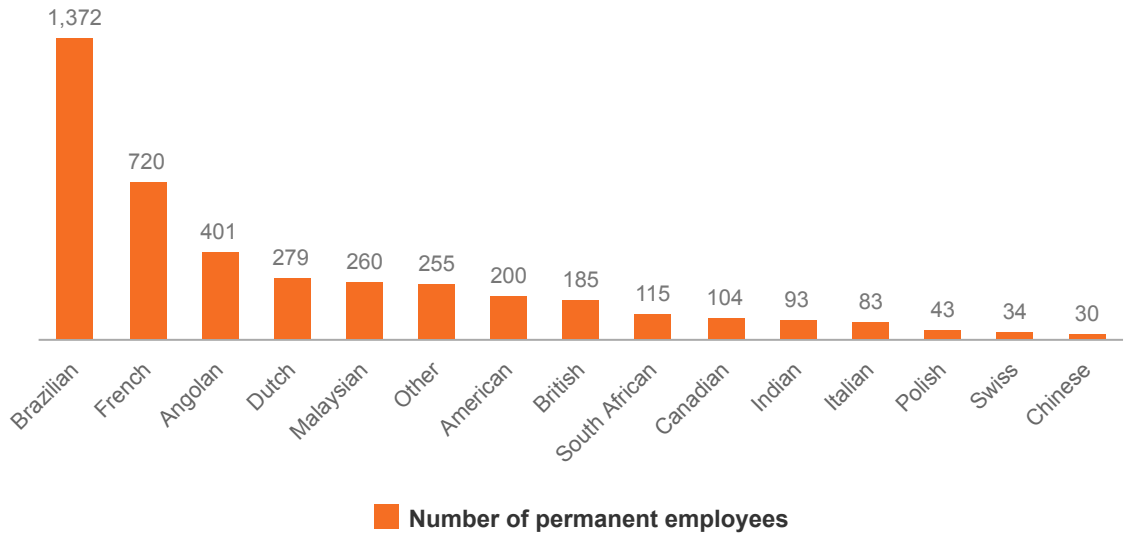
6 NON-FINANCIAL DATA

6.2.3 HUMAN RESOURCES

Headcount by Permanent Contractor and Location

	Total			Ratios
	Grand Total	Permanent	Contractor	% of Contractor Employees
SBM – USA	**286**	**278**	**8**	**3%**
SBM – Malaysia	**263**	**261**	**2**	**1%**
SBM – Brazil	**129**	**129**	**0**	**0%**
SBM – Europe	**741**	**707**	**34**	**5%**
SBM – Schiedam	228	226	2	1%
SBM – Monaco	425	393	32	8%
Imodco	88	88	0	0%
SBM – Operations	**2,332**	**1,847**	**485**	**21%**
SBM – Headquarters	182	157	25	14%
SBM – Operations Brazil	1,125	1012	113	10%
SBM – Operations Asia & Africa	112	71	41	37%
SBM – Operations Angola	473	393	80	17%
SBM – Operations North America	440	214	226	51%
SBM – FPSO	**75**	**75**	**0**	**0%**
SBM – Group Executive Functions	**130**	**102**	**28**	**22%**
SBM – Shared Services	**111**	**109**	**2**	**2%**
SBM – Corporate	**182**	**179**	**3**	**2%**
Total	**4,249**	**3,687**	**562**	**13%**
Construction Yards (Brasa & Paenal)	**499**	**487**	**12**	**2%**
Grand Total	**4,748**	**4,174**	**574**	**12%**

Headcount by Nationality (Permanent Staff)



Headcount by Gender and Location

	Permanent		Contractor		Ratios	
	Male	Female	Male	Female	% of Permanent Female Employees	% of Contract Female Employees
SBM – USA	**201**	**77**	**8**	**0**	**28%**	**0%**
SBM – Malaysia	**183**	**78**	**1**	**1**	**30%**	**50%**
SBM – Brazil	**70**	**59**	**0**	**0**	**46%**	**0%**
SBM – Europe	**557**	**150**	**32**	**2**	**21%**	**6%**
SBM – Schiedam	178	48	2	0	21%	0%
SBM – Monaco	311	82	30	2	21%	6%
Imodco	68	20	0	0	23%	0%
SBM – Operations	**1,638**	**209**	**480**	**5**	**11%**	**1%**
SBM – Headquarters	110	47	25	0	30%	0%
SBM – Operations Brazil	902	110	113	0	11%	0%
SBM – Operations Asia & Africa	69	2	41	0	3%	0%
SBM – Operations Angola	368	25	80	0	6%	0%
SBM – Operations North America	189	25	221	5	12%	2%
SBM – FPSO	**59**	**16**	**0**	**0**	**21%**	**0%**
SBM – Group Executive Functions	**79**	**23**	**28**	**0**	**23%**	**0%**
SBM – Shared Services	**42**	**67**	**1**	**1**	**61%**	**50%**
SBM – Corporate	**122**	**57**	**2**	**1**	**32%**	**33%**
Total	**2,951**	**736**	**552**	**10**	**20%**	**2%**
Construction Yards (Brasa & Paenal)	**435**	**52**	**12**	**0**	**11%**	**0%**
Grand Total	**3,386**	**788**	**564**	**10**	**19%**	**2%**

6 NON-FINANCIAL DATA

Part Time Employees Headcount

	Total Part Time Employees	Part Time Male Employees	Part Time Female Employees	% of Part Time employees
SBM – USA	**14**	**7**	7	**5%**
SBM – Malaysia	**0**	**0**	**0**	**0%**
SBM – Brazil	**9**	**3**	**6**	**7%**
SBM – Europe	**80**	**44**	**36**	**11%**
SBM – Schiedam	43	25	18	19%
SBM – Monaco	32	17	15	8%
Imodco	5	2	3	6%
SBM – Operations	**7**	**2**	**5**	**0%**
SBM – Headquarters	5	2	3	3%
SBM – Operations Brazil	1	0	1	0%
SBM – Operations Asia & Africa	0	0	0	0%
SBM – Operations Angola	1	0	1	0%
SBM – Operations North America	0	0	0	0%
SBM – FPSO	**1**	**1**	**0**	**1%**
SBM – Group Executive Functions	**4**	**0**	**4**	**4%**
SBM – Shared Services	**19**	**2**	**17**	**17%**
SBM – Corporate	**15**	**5**	**10**	8%
Total	**149**	**64**	**85**	**4%**
Construction Yards (Brasa & Paenal)	**0**	**0**	**0**	**0%**
Grand Total	**149**	**64**	**85**	**4%**

Employees Turnover Headcount by Age and 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	**82**	**23%**	**63**	**19**	2	43	37
SBM – Malaysia	**139**	**35%**	**93**	**46**	21	101	17
SBM – Brazil	**81**	**39%**	**55**	**26**	10	62	9
SBM – Europe	**235**	**24%**	**168**	**67**	**39**	**149**	**47**
SBM – Schiedam	72	24%	57	15	9	43	20
SBM – Monaco	141	26%	98	43	27	93	21
Imodco	22	20%	13	9	3	13	6
SBM – Operations	**252**	**14%**	**200**	**52**	**49**	**152**	**51**
SBM – Headquarters	40	25%	31	9	11	20	9
SBM – Operations Brazil	152	15%	115	37	29	99	24
SBM – Operations Asia & Africa	10	14%	5	5	0	8	2
SBM – Operations Angola	30	8%	29	1	9	15	6
SBM – Operations North America	20	9%	20	0	0	10	10
SBM – FPSO	**5**	**6%**	**3**	**2**	0	3	2
SBM – Group Executive Functions	**35**	**26%**	**26**	**9**	3	21	11
SBM – Shared Services	**22**	**17%**	**9**	**13**	9	11	2
SBM – Corporate	**39**	**18%**	**17**	**22**	6	30	3
Total	**890**	**19%**	**634**	**256**	**139**	**572**	**179**
Construction Yards (Brasa & Paenal)	**1,518**	**76%**	**1,429**	**89**	**364**	**1,023**	**131**
Grand Total	**2,408**	**37%**	**2,063**	**345**	**503**	**1,595**	**310**

Permanent Employees

	Permanent Employees Turnover excluding Construction Yards		Permanent Construction Yards Employees Turnover	
	Turnover	Turnover Rate	Turnover	Turnover Rate
Resignation	73	2%	0	0%
Dismissal	751	16%	1,510	75%
Net turnover	**824**	**18%**	**1,510**	**75%**
End of Contract	63	1%	8	0%
Retirement	2	0%	0	0%
Fatalities non-work related	1	0%	0	0%
Fatalities work related[1]	0	0%	0	0%
Total	**890**	**19%**	**1,518**	**76%**

1 Includes non accidental fatalities which occurred during active employment

6 NON-FINANCIAL DATA

Permanent Employees New Hire Headcount by Gender

	Total		Gender		Total Turnover by Age		
	Total New Hire Headcount	New Hire Rate	Male New Hire	Female New Hire	Under 30	30-50	Over 50
SBM – USA	**8**	**3%**	**7**	**1**	**0**	**5**	**3**
SBM – Malaysia	**19**	**7%**	**7**	**12**	**12**	**7**	**0**
SBM – Brazil	**17**	**12%**	**7**	**10**	**11**	**5**	**1**
SBM – Europe	**32**	**4%**	**23**	**9**	**20**	**10**	**2**
SBM – Schiedam	11	5%	7	4	5	5	1
SBM – Monaco	19	5%	15	4	14	4	1
Imodco	2	2%	1	1	1	1	0
SBM – Operations	**154**	**7%**	**143**	**11**	**35**	**102**	**17**
SBM – Headquarters	10	6%	9	1	4	6	0
SBM – Operations Brazil	91	8%	82	9	27	58	6
SBM – Operations Asia & Africa	3	4%	3	0	0	3	0
SBM – Operations Angola	30	7%	29	1	4	26	0
SBM – Operations North America	20	9%	20	0	0	9	11
SBM – FPSO	**0**	**0%**	**0**	**0**	**0**	**0**	**0**
SBM – Group Executive Functions	**7**	**6%**	**5**	**2**	**1**	**5**	**1**
SBM – Shared Services	**20**	**16%**	**7**	**13**	**12**	**8**	**0**
SBM – Corporate	**23**	**11%**	**15**	**8**	**5**	**15**	**3**
Total	**280**	**7%**	**214**	**66**	**96**	**157**	**27**
Construction Yards (Brasa & Paenal)	**24**	**5%**	**24**	**0**	**3**	**20**	**1**
Grand Total	**304**	**7%**	**238**	**66**	**99**	**177**	**28**

Employee Training Hours by Category of Training

	Permanent Employees		Construction Yards	
	Total Number of Training Hours	Training Hours per Employee	Total Number of Training Hours	Training Hours per Employee
HSSE Training	86,326		18,284	
Ethics & Compliance Training	2,697		220	
Leadership and Management Training	7,275		0	
Project Management Training	2,911		0	
Non-Technical Training	15,929		94	
Technical Training	22,799		6,775	
Languages Training	1,705		0	
Total number of Training hours	**139,642**	**38**	**25,373**	**52**

Permanent Employee Training hours by Gender

	Total Training Hours	Total Training Hours per Permanent Employee	Male Training Hours	Female Training Hours
SBM – USA	**5,183**	**19**	**3,692**	**1,491**
SBM – Malaysia	**10,747**	**41**	**8,259**	**2,487**
SBM – Brazil	**2,652**	**21**	**1,331**	**1,320**
SBM – Europe	**17,976**	**25**	**13,423**	**4,553**
SBM – Schiedam	5,072	22	3,460	1,612
SBM – Monaco	11,276	29	8,862	2,414
Imodco	1,628	18	1,101	527
SBM – Operations	**96,202**	**52**	**90,933**	**5,269**
SBM – Headquarters	5,717	36	5,080	637
SBM – Operations Brazil	70,590	70	67,518	3,073
SBM – Operations Asia & Africa	7,120	100	7,054	66
SBM – Operations Angola	8,263	21	7,124	1,139
SBM – Operations North America	4,512	21	4,157	355
SBM – FPSO	**1,016**	**14**	**910**	**105**
SBM – Group Executive Functions	**1,346**	**13**	**781**	**566**
SBM – Shared Services	**1,805**	**17**	**822**	**983**
SBM – Corporate	**2,716**	**15**	**1,888**	**828**
Total	**139,642**	**38**	**122,040**	**17,602**
Construction Yards (Brasa & Paenal)	**25,373**	**52**	**23,863**	**1,510**
Grand Total	**165,015**	**40**	**145,903**	**19,112**

Employee Training Hours

	Total Training Hours per Permanent Employee	Total Number of Training Hours
Onshore	25	49,158
Offshore	54	90,485
Total	**38**	**139,642**

6 NON-FINANCIAL DATA

Number of Ethics and Compliance Trainings

	Total number of Ethics and Compliance trainings
SBM – USA	**621**
SBM – Malaysia	**202**
SBM – Brazil	**183**
SBM – Europe	**784**
SBM – Schiedam	201
SBM – Monaco	466
Imodco	117
SBM – Operations	**378**
SBM – Headquarters	239
SBM – Operations Brazil	78
SBM – Operations Asia & Africa	6
SBM – Operations Angola	14
SBM – Operations North America	41
SBM – FPSO	**99**
SBM – Group Executive Functions	**119**
SBM – Shared Services	**87**
SBM – Corporate	**202**
Total	**2,675**
Construction Yards (Brasa & Paenal)	70
Grand Total	**2,745**

Number of designated employees that received face-to-face Compliance tranining

	Average completion	# people trained	Designated Staff[1]
Trained employees	84%	819	976

1 staff which due to their position is exposed to certain compliance risks

Number of designated employees that received e-Learning Compliance training

	Average completion	# people trained	Designated Staff[1]
Trained employees	60%	1678	2799

1 staff which due to their position is exposed to certain compliance risks

Number of Ethics and Compliance Trainings – Onshore / Offshore

	Total number of Ethics and Compliance trainings
Onshore	2,536
Offshore	139
Total	**2,675**
Construction Yards (Brasa & Paenal)	**70**
Grand Total	**2,745**

Training costs

in US$	
Total training costs	4,628,298

Permanent Employees Performance Appraisals and Developing Process

	Male %	Female %	Total %[1]
Performance Appraisals Completed - Onshore (2015)	95%	92%	95%
Performance Appraisals Completed - Offshore (2015)	93%	100%	93%
People Reviews Completed (2016)	100%	100%	100%

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

Collective Bargaining

	%
Percentage of Employees covered by Collective Bargaining Agreements	74.15%

6 NON-FINANCIAL DATA

6.2.4 5-YEAR KEY SUSTAINABILITY FIGURES

	2016	2015	2014	2013	2012
Health, Safety and Security[1]					
LTIFR (rate)	0.11	0.03	0.05	0.15	0.06
TRIFR (rate)	0.31	0.22	0.22	0.44	0.38
Fatalities work related (number)	0	0	2	0	0
Total consolidated exposure hours	14.63	31.36	64.02	56.64	43.64
Environment					
Total GHG Emissions Offshore[2]	6,248	5,456[3]			
Total GHG Emissions Offshore per production[4]	140.0	160.34[3]			
Offshore energy consumption[5]	51,702,482	38,298,297[3]			
Offshore energy Consumption per production[6]	1.16	1.13[3]			
Number of Oil Spills > 1 Barrel per Production	0	0	1	0	
Human Resources[7]					
Total Employees[8]	4,748	7,020	10,215	9,936	7,493
Contract / Permanent Ratio[8]	12%	10%	19%	22%	21%
Total Permanent Employees[8]	4,174	6,342	8,234	8,358	5,893
Total Contractors[8]	574	678	1,981	1,578	1,600
Total of Females in Permanent Workforce	20%	21%	16%	24%	20%
Part-time Workforce	4%	3%	3%	3%	2%
Part-time Females	57%	66%	75%	75%	70%
Part-time Males	43%	34%	25%	25%	30%
Employee Rates[9]					
Turnover	19%	22%	14%	14%	12%
Resignation	2%	6%	8%	10%	8%
Dismissal	16%	14%	4%	4%	4%
Retirement	0%	1%	0%	0%	1%
Fatalities Non Work Related	0%	0%	0%	0%	0%
Appraisals					
Performance Appraisals Completed	94%	96%	96%	90%	84%
Competency Training Indicators					
Offshore Training Hours per Eligible Employee	54	60	66	95	47
Onshore Training Hours per Eligible Employee	25	26	30	28	21

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_2 equivalents
3 Details of the revised data is provided in section 6.1.7
4 tonnes of GHG emissions per thousand tonnes of hydrocarbon production
5 In Gigajoules
6 Gigajoule of energy per tonnes of hydrocarbon production
7 does not include Construction Yards except if specified otherwise
8 including Construction Yards
9 does not include Construction Yards except if specified otherwise.