



OFFSHORE

ENERGY. COMMITTED.

ANNUAL REPORT 2021

5.3.3 HUMAN RESOURCES

Headcount by Direct Hire and by Contractor

	Total			Ratios
	Grand Total	Direct Hire	Contractor	% of Contractor Employees
Africa	871	674	197	23%
Asia	1,638	1,088	550	34%
Europe	1,835	1,478	357	19%
North America	38	36	2	5%
South America	2,044	1,743	301	15%
Grand Total	6,426	5,019	1,407	22%

Direct Hire 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	599	72	1	2	0	0
Asia	774	163	136	15	0	0	0%
Europe	1,004	376	68	30	34	66	7%
North America	29	7	0	0	0	0	0%
South America	1,436	236	36	35	13	11	1%
Grand Total	3,842	854	241	82	47	77	2%

Direct Hires New Joiners Headcount

	Total New Hires	
	Total New Hire Headcount	New Hire Ratio
Africa	139	18%
Asia	703	47%
Europe	486	1%
North America	6	6%
South America	574	27%
Grand Total	1,908	29%

Direct Hires Turnover Headcount

	Total Turnover	
	Total Turnover Headcount	Total Turnover Rate
Africa	51	8%
Asia	91	10%
Europe	264	18%
North America	54	78%
South America	209	13%
Grand Total	669	14%

5 NON-FINANCIAL INFORMATION

Direct Hires Performance Appraisals

	Male %	Female %	Total % ¹
Performance Appraisals Completed – Onshore (2020)	99%	100%	99%
Performance Appraisals Completed – Offshore (2020)	98%	99%	98%

¹ An appraisal is considered completed when it has been given a rating.

Direct Hires Collective Bargaining

	%
Percentage of Employees covered by Collective Bargaining Agreements	80%

¹ In case trade unions are not present in a Country, we consider the employee handbook as valid labor agreement between the employee and the employer.

Direct Hires Equal Remuneration - Global Overview

	Count Male	Count Female	Avg Compa Ratio Male	Avg Compa Ratio Female	Pay Gap
Overall	2,470	723	102	100	0.98 ¹

¹ The Pay Gap calculation is obtained doing the average of Compa ratio between Male and Female. The population in scope for this Annual Report is limited to only 'Permanent' and 'Temporary' employees for Brazil, Malaysia, Monaco & France, Netherlands and Switzerland.

Direct Hires Equal Remuneration by Country

	Count Male	Count Female	Avg Compa Ratio Male	Avg Compa Ratio Female	Pay Gap
Brazil	1,223	218	99	99	1.00
Malaysia	245	101	113	102	0.91
Monaco & France	596	255	104	101	0.98
Netherlands	370	122	97	96	0.99
Switzerland (Local)	33	27	89	93	1.05

Direct Hires Equal Remuneration by AGE Range

	Count Male	Count Female	Avg Compa Ratio Male	Avg Compa Ratio Female	Pay Gap
Under 30	120	75	93	95	1.02
30 - 50	1,901	596	101	99	0.98
Over 50	445	51	111	113	1.01

Direct Hires Equal Remuneration by organizational level

	Count Male	Count Female	Avg Compa Ratio Male	Avg Compa Ratio Female	Pay Gap
Non-management	1,469	502	98	100	1.02
Junior Management	660	157	104	98	0.94
Middle Management	316	59	104	100	0.95
Top Management	25	5	116	111	0.96

Direct Hires Equal Remuneration by organizational function

	Count Male	Count Female	Avg Compa Ratio Male	Avg Compa Ratio Female	Pay Gap
Business Support	62	167	102	98	0.97
Construction & Operations	1,231	99	100	101	1.01
Engineering	462	92	103	96	0.93
Executive Management & Legal	35	35	111	104	0.94
Finance, Tax and IT	216	146	101	99	0.98
Project Management	108	38	103	105	1.02
Quality, Health, Risk & Safety	83	47	106	100	0.94
Strategy & Development	126	44	101	100	0.99
Supply Chain	147	55	101	100	0.99

5.3.4 5-YEAR KEY SUSTAINABILITY FIGURES

	2021	2020	2019	2018	2017
Health, Safety and Security					
TRIFR (rate)	0.06	0.1	0.13	0.18	0.19
High consequence Injury rate	0	0	0	0	0
Fatalities work related (number)	0	0	1	1	0
Total consolidated exposure hours ¹	44.12	35.16	34.58	27.32	13.38
Environment					
Total GHG Emissions Offshore per production ²	110.99	120.35	115.53	116.59	118.18
Flaring per production	9.73	13.86	12.77	12.66	13.74
Offshore energy consumption ³	65,036,820	64,806,711	60,720,811	62,044,614	67,089,628
Human Resources⁴					
Total Employees ⁵	6,426	5,527	5,530	4,740	4,810
Total Direct Hires ⁵	5,019	4,574	4,439	4,079	4,126
Total Contractors ⁵	1,407	953	1,091	661	684
Contractors / Direct Hires Ratio ⁵	22%	17%	20%	14%	14%
Total of Females in Direct Hire Workforce	19%	20%	22%	19%	18%
Part-time Workforce	2%	3%	2%	3%	4%
Employee Rates⁴					
Turnover	14%	13%	13%	10%	10%
Appraisals					
Performance Appraisals Completed	99%	97%	93%	96%	94%

1 in million hours

2 tonnes of GHG emissions per thousand tonnes of hydrocarbon production

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

4 does not include construction yards except if specified otherwise

5 including construction yards