



OFFSHORE

ENERGY. COMMITTED.

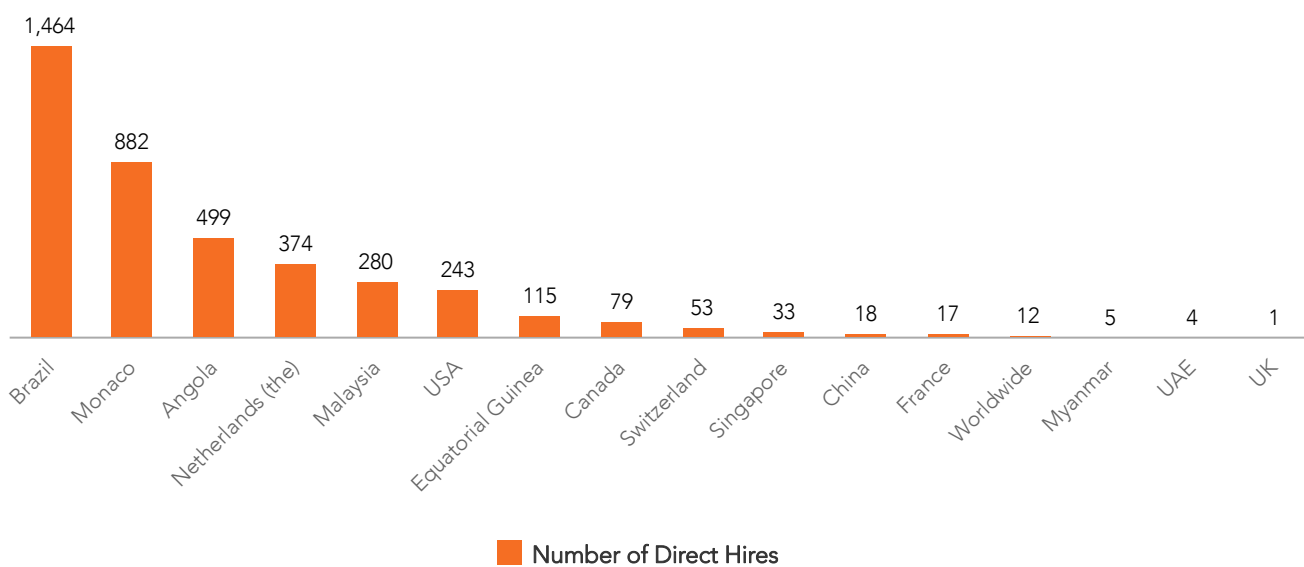
ANNUAL REPORT 2018

5.3.3 HUMAN RESOURCES

Headcount by Employee Type

	Grand Total	Total		Ratios
		Direct Hire	Contractor	
				% of Contractor Employees
Africa	694	499	195	28%
Asia	414	340	74	18%
Europe	1,549	1,327	222	14%
North America	345	322	23	7%
South America	1,307	1,192	115	9%
Other	36	12	24	67%
Total	4,345	3,692	653	15%
Construction yards (BRASA & PAENAL)	395	387	8	2%
Grand Total	4,740	4,079	661	14%

Direct Hires Headcount by Location

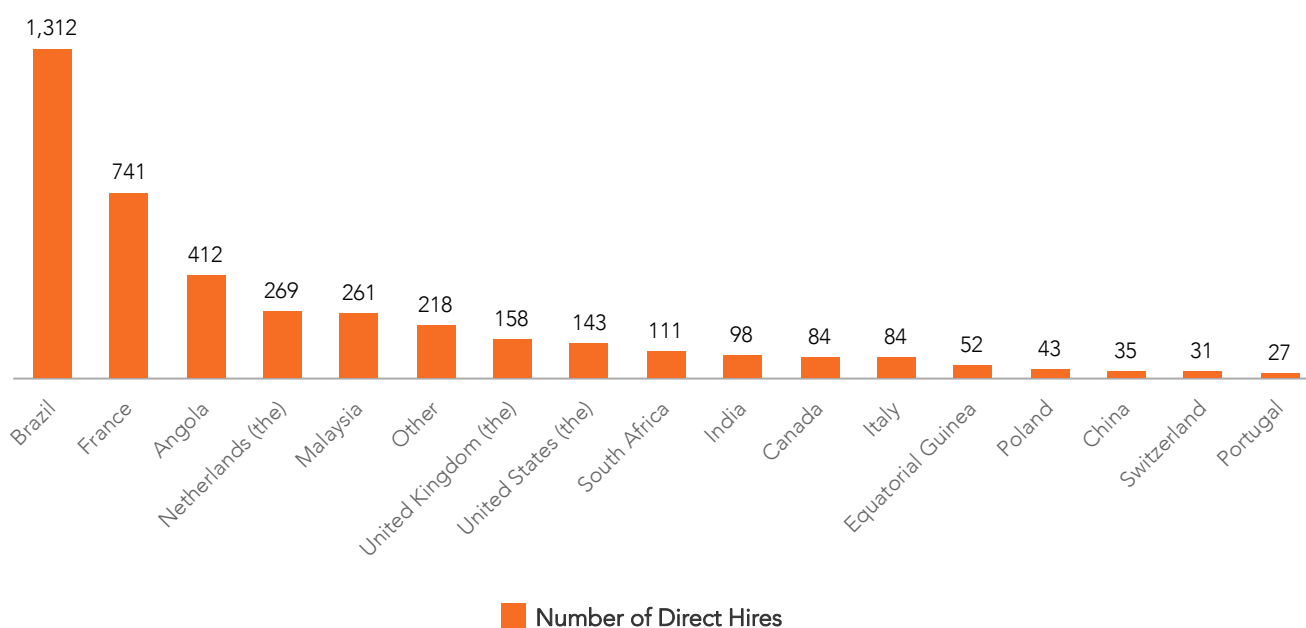


5 NON-FINANCIAL DATA

Direct Hires Headcount by Gender and by Age

	Direct Hire		Ratio by Gender	Headcount by Age		
	Male	Female	% of Direct Hire Female Employees	Headcount Direct Hire Under 30	Headcount Direct Hire between 30-50	Headcount Direct Hire Over 50
Africa	465	34	7%	13	384	102
Asia	260	80	24%	13	281	46
Europe	976	351	26%	113	1,001	213
North America	248	74	23%	4	221	97
South America	1,035	157	13%	146	844	202
Other	12	-	0%	0	6	6
Total	2,996	696	19%	289	2,737	666
Construction yards (BRASA & PAENAL)	349	38	10%	34	316	37
Grand Total	3,345	734	18%	323	3,053	703

Direct Hires Headcount by Nationality



Direct Hires Part-Time Headcount

	Total Part-Time Employees	Part-Time Male Employees	Part-Time Female Employees	% of Part-Time Employees
Africa	0	0	0	0%
Asia	0	0	0	0%
Europe	113	43	70	9%
North America	11	4	7	3%
South America	4	2	2	0%
Other	0	0	0	0%
Total	128	49	79	3%
Construction yards (BRASA & PAENAL)	0	0	0	0%
Grand Total	128	49	79	3%

Direct Hires 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
Africa	61	11%	52	9	1	50	10
Asia	44	11%	28	16	9	31	4
Europe	110	8%	74	36	29	60	21
North America	54	14%	43	11	2	28	24
South America	113	9%	84	29	14	84	15
Other	16	57%	12	4	0	9	7
Total	398	10%	293	105	55	262	81
Construction yards (BRASA & PAENAL)	202	34%	186	16	13	155	34
Grand Total	600	13%	479	121	68	417	115

Direct Hires Turnover Reasons

	Turnover excluding Construction yards		Construction yards Staff Turnover	
	Turnover	Turnover rate	Turnover	Turnover Rate
Resignation	177	4%	1	0%
Dismissal	151	4%	195	33%
Net Turnover	328	8%	196	33%
End of Contract	51	0%	5	0%
Retirement	16	0%	0	0%
Fatalities non-work related	3	0%	1	0%
Fatalities work related ¹	0	0%	0	0%
Total	398	10%	202	34%

¹ Includes non accidental fatalities which occurred during active employment

5 NON-FINANCIAL DATA

Direct Hires 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
Africa	60	12%	56	4	2	47	11
Asia	39	10%	17	22	12	26	1
Europe	198	14%	133	65	74	116	8
North America	12	3%	9	3	0	6	6
South America	169	13%	122	47	47	117	5
Other	4	4%	4	0	0	3	1
Total	482	12%	341	141	135	315	32
Construction yards (BRASA & PAENAL)	84	14%	78	6	13	68	3
Grand Total	566	12%	419	147	148	383	35

Direct Hires Absenteeism Rates by Gender

	Grand Total / Global Average		Male Total / Average		Female Total / Average	
	Total days	Average days in % (per employee) ¹	Total days	Average ABS % (per employee)	Total days	Average ABS % (per employee)
Africa ²	0	0%	0	0%	0	0%
Asia	860.88	1.46%	650.88	1.53%	210.00	1.27%
Europe	5,723.33	2.12%	3,004.84	1.51%	2,718.49	3.87%
North America	435.13	0.81%	300.94	0.77%	134.19	0.92%
South America	160.00	0.57%	52.00	0.35%	108.00	0.81%
Other	1.50	0%	1.50	0%	0	0%
Total	7,180.83	1.74%	4,010.16	1.34%	3,170.67	2.76%

¹ The reported data covers all onshore direct hires only (excluding JVs)

² Africa Area is out of scope (this population is represented by offshore staff and shorebase JVs staff only)

Direct Hires Absenteeism Rates by Age

	Grand Total/ Global Average		<30 Total/ Average		>= 30 <50 Total/ Average		>=50 Total/ Average	
	Total Sickness Days	Average ABS % (per employee) ¹	Total Sickness Days	Average ABS % (per employee)	Total Sickness Days	Average ABS % (per employee)	Total Sickness Days	Average ABS % (per employee)
Africa ²	0	0%	0	0%	0	0%	0	0%
Asia	860.88	1.46%	17.00	0.69%	664.63	1.31%	179.25	1.97%
Europe	5,723.33	2.12%	298.90	1.50%	3,834.20	1.91%	1,590.24	3.22%
North America	435.13	0.81%	0	0%	302.25	0.82%	132.88	0.81%
South America	160.00	0.57%	16.50	0.33%	118.50	0.56%	25.00	1.22%
Other	1.50	0%	0	0%	0	0%	1.50	0%
Total	7,180.83	1.74%	332.40	1.21%	4,919.57	1.60%	1,928.86	2.44%

¹ The reported data covers all onshore direct hires only (excluding JVs)

² Africa Area is out of scope (this population is represented by offshore staff and shorebase JVs staff only)

Employee Training Hours by Categories

	Direct Hires		Construction yards Direct Hires	
	Total Number of Training Hours	Training Hours per Employee	Total Number of Training Hours	Training Hours per Employee
HSSE Training	72,993		8,181	
Ethics & Compliance Training	5,780		-	
Leadership and Management Training	8,926		40	
Project Management Training	2,945		192	
Non-Technical Training	17,039		290	
Technical Training	21,112		4,567	
Total number of Training hours	128,795	35	13,270	34

Direct Hires Training hours by Gender

	Total Training Hours	Training Hours per Direct Hire	Male Training Hours	Female Training Hours
Africa	7,868	16	7,364	505
Asia	7,538	22	6,511	1,027
Europe	31,835	24	24,817	7,018
North America	5,595	17	4,560	1,035
South America	75,812	64	69,467	6,345
Other	147	12	147	-
Total number of Training hours	128,795	35	112,866	15,929
Construction yards (BRASA & PAENAL)	13,270	34	12,774	496
Grand Total	142,065	35	125,640	16,425

Direct Hires Training Hours

	Total Training Hours	Training Hours per Direct Hire
Onshore	66,801	25
Offshore	75,264	53
Total	142,065	35

5 NON-FINANCIAL DATA

Number of Ethics and Compliance Trainings

	Total number of trainings
Africa	145
Asia	540
Europe	2,835
North America	603
South America	793
Other	10
Total	4,926
Construction yards (BRASA & PAENAL)	-
Grand Total	4,926

Total hours of Ethics and Compliance Trainings – Onshore / Offshore

	Total training hours
Onshore	5,589
Offshore	191
Total	5,780
Construction yards (BRASA & PAENAL)	-
Grand Total	5,780

Annual Compliance Statements of designated staff

	Designated Staff ¹
Number of employees in Designated Staff per year-end	886
Onshore Completion ratio	99%
Offshore Completion ratio	42%

¹ Designated Staff reflects all employees in Hay-Grade 11 or above

Compliance Trainings to designated staff

	Designated Staff ¹
Number of employees in Designated Staff per year-end	2,711
Onshore Completion ratio	90%
Offshore Completion ratio	55%

¹ Designated Staff reflects all Onshore and Offshore Leadership (<5%)

Overall number of Compliance Trainings conducted in 2018 worldwide

	Total number of trainings
Face-to-face trainings	1,534
e-Learnings	3,858
Face-to-face trainings hours	3,490
e-Learnings hours	2,785

Integrity Line Reports

	Total
Integrity Line Reports received under the Company's Integrity Reporting Policy	58

The company is promoting a Speak Up culture.

The nature of the Integrity Line reports over 2018 was predominantly workplace related.

Direct Hires Talent Development Process

	Percentage of development progress
Overall Development Progress Completion	81%

Direct Hires Performance Appraisals

	Male %	Female %	Total % ¹
Performance Appraisals Completed - Onshore (2017)	96%	94%	95%
Performance Appraisals Completed - Offshore (2017)	96%	97%	96%

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	89%

5 NON-FINANCIAL DATA

5.3.4 5-YEAR KEY SUSTAINABILITY FIGURES

	2018	2017	2016	2015	2014
Health, Safety and Security					
LTIFR (rate)	0.10	0.06	0.11	0.03	0.05
TRIFR (rate)	0.18	0.19	0.31	0.22	0.22
Fatalities work related (number)	1	0	0	0	2
Total consolidated exposure hours	27.32	13.38	14.63	31.36	64.02
Environment					
Total GHG Emissions Offshore ¹	5,105	5,585	6,317	5,456	
Total GHG Emissions Offshore per production ²	97.79	99.88	141.58	160.34	
Offshore energy consumption ³	57,993,254	62,746,663	55,486,649	38,298,297	
Offshore energy Consumption per production ⁴	1.11	1.12	1.24	1.13	
Number of Oil Spills > 1 Barrel per Production	0	0	0	0	1
Human Resources⁵					
Total Employees ⁶	4,740	4,810	4,748	7,020	10,215
Contractors / Direct Hires Ratio ⁶	14%	14%	12%	10%	19%
Total Direct Hires ⁶	4,079	4,126	4,174	6,342	8,234
Total Contractors ⁶	661	684	574	678	1,981
Total of Females in Direct Hire Workforce	19%	18%	20%	21%	16%
Part-time Workforce	3%	4%	4%	3%	3%
Part-time Females	62%	56%	57%	66%	75%
Part-time Males	38%	44%	43%	34%	25%
Employee Rates⁵					
Turnover	10%	10%	19%	22%	14%
Resignation	4%	4%	2%	6%	8%
Dismissal	4%	5%	16%	14%	4%
Retirement	0%	0%	0%	1%	0%
Fatalities Non Work Related	0%	0%	0%	0%	0%
Appraisals					
Performance Appraisals Completed	96%	94%	94%	96%	96%
Competency Training Indicators					
Offshore Training Hours per Eligible Employee	53	58	54	60	66
Onshore Training Hours per Eligible Employee	25	26	25	26	30

¹ thousand tonnes of CO₂ equivalents

² tonnes of GHG emissions per thousand tonnes of hydrocarbon production

³ in Gigajoules

⁴ Gigajoule of energy per tonnes of hydrocarbon production

⁵ does not include construction yards except if specified otherwise

⁶ including construction yards