



**OFFSHORE**

ENERGY. COMMITTED.

ANNUAL REPORT 2020

## 4 CORPORATE STATEMENTS 2020

### 4.10.3 HUMAN RESOURCES

#### Headcount by Direct Hire and by Contractor

##### Headcount by Direct Hire and by Contractor

	Total			Ratios
	Grand Total	Direct Hire	Contractor	% of Contractor Employees
Africa	819	633	186	23%
Asia	1204	792	412	34%
Europe	1650	1516	134	8%
North America	104	103	1	1%
South America	1750	1530	220	13%
<b>Grand Total</b>	<b>5527</b>	<b>4574</b>	<b>953</b>	<b>17%</b>

#### Headcount by employee contract and employee type

##### 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	534	94	3	2	0	0	0%
Asia	582	135	68	7	0	0	0%
Europe	1057	380	51	28	36	66	7%
North America	80	22	1	0	0	0	0%
South America	1263	208	32	27	14	12	2%
<b>Sum:</b>	<b>3516</b>	<b>839</b>	<b>155</b>	<b>64</b>	<b>50</b>	<b>78</b>	<b>3%</b>

#### Direct Hires New Joiners Headcount

	Total New Hires	
	Total New Hire Headcount	New Hire Ratio
Africa	48	7%
Asia	251	30%
Europe	99	6%
North America	8	3%
South America	230	14%
<b>Grand Total</b>	<b>636</b>	<b>13%</b>

#### Direct Hires Turnover Headcount

##### Direct Hire Turnover Headcount

	Total Turnover	
	Total Turnover Headcount	Total Turnover Rate
Africa	23	4%
Asia	84	12%
Europe	146	10%
North America	188	95%
South America	127	9%
<b>Grand Total</b>	<b>568</b>	<b>13%</b>

## Direct Hires Performance Appraisals

### Direct Hires Performance Appraisals

	Male %	Female %	Total % <sup>1</sup>
Performance Appraisals Completed - Onshore (2019)	98%	98%	98%
Performance Appraisals Completed - Offshore (2019)	95%	97%	95%

<sup>1</sup> An appraisal is considered completed when it has been given a rating

## Direct Hires Collective Bargaining

### Collective Bargaining

	%
Percentage of Employees covered by Collective Bargaining Agreements	82%

<sup>1</sup> The rights of expatriate population are supported by internal policies, as agreed in the employment contract and with reference to the offshore and onshore manuals. Accordingly, they are considered by SBM Offshore to be qualified for collective bargaining.

## Direct Hires Equal Remuneration

### Gender Pay Gap

	# Male	# Female	Pay Gap
<b>Junior Management Level</b>	<b>725</b>	<b>171</b>	<b>0.84<sup>1</sup></b>
Middle Management Level	371	63	0.97
Top Management Level	30	4	1.22
Non-Management Level	645	473	0.82
<b>Global Pay Gap Average</b>	<b>1771</b>	<b>711</b>	<b>0.96</b>

<sup>1</sup> The Pay Gap calculation is obtained doing: average Female Salary over average Male Salary. The population in scope for this Annual Report is limited to only "Permanent" and "Temporary" employees.