

2022  
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REPORT



TRUE.  
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TRANSITION.

# 3 GOVERNANCE

## 3.8 OPERATIONAL GOVERNANCE

Operational Governance of the Company is managed through:

- GEMS, as introduced in section 3.8.1.
- GTS, as introduced in section 3.8.2.

A detailed certification and classification table is provided in section 5.5, mapping compliance of SBM Offshore entities and sites with international certification standards and codes.

Note: for complementary details on SBM Offshore’s approach to Operational Excellence, refer also to section 2.1.4.

### 3.8.1 GLOBAL ENTERPRISE MANAGEMENT SYSTEM (GEMS)

The Management System is one of the key enablers for the Company to perform its business activities in a consistent,

reliable and sustainable manner, meeting client expectations, adapting to new challenges and continuously improving ways of working.

The Management System of SBM Offshore is called the Global Enterprise Management System (GEMS) and is based on several international standards and other good practices. GEMS is the core of a broader ecosystem, including software solutions (e.g. LUCY, SBM Offshore’s Human Capital Management System) and other elements such as SharePoint microsites and Group Technical Standards (GTS) as introduced in section 3.8.2. The Group’s Vision, Values (section 1.3.1) and Policies are embedded in GEMS to support the correct governance of SBM Offshore’s organization and business activities. These form the foundation processes that are consistently applied throughout all offices and fleet operations (in-country offices and vessels).

## GEMS SAPPHIRE

### EXECUTIVE PROCESSES

MANAGE GROUP STRATEGY	MANAGE ENTERPRISE RISK
MANAGE STRATEGIC ALLIANCES	MANAGE HSSE, QRM & OPERATIONAL EXCELLENCE
MANAGE SUPPLIERS & STRATEGIC SOURCING	MANAGE TECHNOLOGY & INNOVATION
ENSURE SUSTAINABILITY	MANAGE CLIENT & OPPORTUNITY
MANAGE LEGAL & COMPLIANCE	

### CORE PROCESSES

TENDER TO CASH
SERVICE TO CASH
PROCURE TO PAY
FORECAST TO CONTROL
RECORD TO REPORT
INVEST TO DIVEST
CONCEPT TO NEW PRODUCT AND SERVICES
HIRE TO RELEASE

### SUPPORT PROCESSES & SERVICES

MANAGE DATA & INFORMATION SYSTEM	MANAGE COMMUNICATION
MANAGE INFORMATION TECHNOLOGY	