

2022  
ANNUAL  
REPORT



TRUE.  
BLUE.  
TRANSITION.

## 5 NON-FINANCIAL INFORMATION

### 5.3.3 HUMAN RESOURCES

#### Headcount by Direct Hire and by Contractor

	Total			Ratios
	Grand Total	Direct Hire	Contractor	% of Contractor Employees
Africa	822	671	151	18%
Asia	2,052	1,319	733	36%
Europe	1,952	1,576	376	19%
North America	30	29	1	3%
South America	2,217	1,904	313	14%
<b>Grand Total</b>	<b>7,073</b>	<b>5,499</b>	<b>1,574</b>	<b>22%</b>

#### 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	597	74	0	0	0	0	0%
Asia	980	177	143	19	0	0	0%
Europe	1,093	404	51	28	36	64	6%
North America	23	6	0	0	0	0	0%
South America	1,519	282	48	55	16	16	2%
<b>Grand Total</b>	<b>4,212</b>	<b>943</b>	<b>242</b>	<b>102</b>	<b>52</b>	<b>80</b>	<b>2%</b>

#### Direct Hires New Joiners Headcount

	Total New Hires	
	Total New Hire Headcount	New Hire Ratio
Africa	71	10%
Asia	425	28%
Europe	251	15%
North America	1	3%
South America	388	18%
<b>Grand Total</b>	<b>1,136</b>	<b>18%</b>

#### Direct Hires Turnover Headcount

	Total Turnover	
	Total Turnover Headcount	Total Turnover Rate
Africa	52	8%
Asia	216	18%
Europe	174	11%
North America	4	12%
South America	205	11%
<b>Grand Total</b>	<b>651</b>	<b>12%</b>

## Direct Hires Performance Appraisals

	Male %	Female %	Total % <sup>1</sup>
Performance Appraisals Completed – Onshore (2021)	99%	99%	99%
Performance Appraisals Completed – Offshore (2021)	100%	98%	100%

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

## Direct Hires Collective Bargaining

	%
Percentage of Employees covered by Collective Bargaining Agreements	77%

<sup>1</sup> 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	2,554	773	105	101	0.96

<sup>1</sup> 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, Switzerland and Portugal.

## Direct Hires Equal Remuneration by Country

	Count Male	Count Female	Avg Compa Ratio Male	Avg Compa Ratio Female	Pay Gap
Brazil	1,253	246	107	105	0.98
Malaysia	241	100	110	99	0.90
Monaco & France	599	254	102	100	0.98
Netherlands	392	123	101	102	1.00
Portugal	31	23	106	97	0.92
Switzerland (Local)	38	27	90	94	1.04

## Direct Hires Equal Remuneration by Age Range

	Count Male	Count Female	Avg Compa Ratio Male	Avg Compa Ratio Female	Pay Gap
Under 30	127	82	97	99	1.02
30 - 50	1,925	618	104	101	0.97
Over 50	502	73	113	111	0.99

## Direct Hires Equal Remuneration by organizational level

	Count Male	Count Female	Avg Compa Ratio Male	Avg Compa Ratio Female	Pay Gap
Non-management	1,409	534	105	102	0.96
Junior Management	753	179	105	100	0.95
Middle Management	367	54	104	104	1.00
Top Management	25	6	119	108	0.91

## 5 NON-FINANCIAL INFORMATION

### Direct Hires Equal Remuneration by organizational function

	Count Male	Count Female	Avg Compa Ratio Male	Avg Compa Ratio Female	Pay Gap
Business Support	65	167	101	101	1.00
Construction & Operations	1,273	124	107	104	0.97
Engineering	456	90	103	96	0.93
Executive Management & Legal	26	25	109	106	0.97
Finance, Tax and IT	237	158	101	101	1.00
Project Management	109	39	101	109	1.08
Quality, Health, Risk & Safety	85	48	109	102	0.94
Strategy & Development	145	59	102	100	0.98
Supply Chain	158	63	103	100	0.97

### 5.3.4 5-YEAR KEY SUSTAINABILITY FIGURES

	2022	2021	2020	2019	2018
<b>Health, Safety and Security</b>					
TRIFR (rate)	0.12	0.06	0.1	0.13	0.18
Serious injuries & Fatalities (number) <sup>1</sup>	2	n/a	n/a	n/a	n/a
Total consolidated exposure hours <sup>2</sup>	52.87	44.12	35.16	34.58	27.32
<b>Environment</b>					
Total GHG Emissions Offshore per production <sup>3</sup>	108.79	110.99	120.35	115.53	116.59
Flaring per production	9.71	9.73	13.86	12.77	12.66
Offshore energy consumption <sup>4</sup>	62,399,131	65,036,820	64,806,711	60,720,811	62,044,614
<b>Human Resources<sup>5</sup></b>					
Total Employees <sup>6</sup>	7,073	6,426	5,527	5,530	4,740
Total Direct Hires <sup>6</sup>	5,499	5,019	4,574	4,439	4,079
Total Contractors <sup>6</sup>	1,574	1,407	953	1,091	661
Contractors / Direct Hires Ratio <sup>6</sup>	22%	22%	17%	20%	14%
Total of Females in Direct Hire Workforce	19%	19%	20%	22%	19%
Part-time Workforce	2%	2%	3%	2%	3%
<b>Employee Rates<sup>5</sup></b>					
Turnover	12%	14%	13%	13%	10%
<b>Appraisals</b>					
Performance Appraisals Completed	99%	99%	97%	93%	96%

1 Serious injuries and Fatalities prevention program launched in 2022. From 2018 to 2021, the historical data is limited to number of Fatalities. There was 1 work related fatality in 2018, 1 in 2019, and 0 in 2020 and 2021.

2 in million hours

3 tonnes of GHG emissions per thousand tonnes of hydrocarbon production

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

5 does not include construction yards except if specified otherwise

6 including construction yards