



2024 ANNUAL REPORT



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materiality in SBM Offshore's emissions reporting efforts. These ongoing efforts aim to enhance the accuracy and

comprehensiveness of emissions reporting in line with SBM Offshore's sustainability objectives.

Emission factors for scope 1 and 2

Country	Location	Emission factor scope 1		Emission factor scope 2 Location based		Emission factor scope 2 Market based	
		2024	2023	2024	2023	2024	2023
The Netherlands	Amsterdam	1.779 ²		0.171 ¹	0.370	0 ¹	0
	Schiedam KDW 48	1.779 ²	1.785	0.171 ¹	0.370	0 ¹	0
	Schiedam KDW 66	1.779 ²	1.785	0.171 ¹	0.370	0 ¹	0
India	Bangalore	-	-	0.934 ³	0.713	0 ¹	0.713
France	Carros Laboratory	2.045 ⁴	2.04	0.034 ¹	0.041	0 ¹	0.041
	Carros Workshop	2.045 ⁴	2.04	0.034 ¹	0.041	0 ¹	0.041
Guyana	Georgetown (Sheriff Street)	-	-	0.753 ³	0.616	0.753 ³	0.616
	Georgetown (Turkeyen)	-	-	0.753 ³	0.616	0.753 ³	0.616
United States	Houston	-	-	0.375 ³	0.373	0.375 ³	0.373
Malaysia	Kuala Lumpur	-	-	0.615 ³	0.436	0 ¹	0.349
Portugal	LBH.E (Lionesa Business Hub)	-	-	0.417 ¹	0.164	0 ¹	0.164
	LBH.A (Lionesa Business Hub)	-	-	0.417 ¹	0.164	0 ¹	0.164
	LBH.B (Lionesa Business Hub)	-	-	0.417 ¹	0.164	0 ¹	0.164
Angola	Luanda Shorebase	2.662 ⁴	2.594	0.167 ³	0.426	0.167 ³	0.426
Equatorial Guinea	Malabo Shorebase	-	-	0.346 ³	0.361	0.346 ³	0.361
Switzerland	Marly	-	-	0.006 ¹	0.012	0 ¹	0
Monaco	Monaco	-	-	0.034 ¹	0.041	0 ¹	0
Brazil	Rio de Janeiro	-	-	0.074 ³	0.150	0 ³	0
	Santos Shorebase	-	-	0.074 ³	0.150	0 ¹	0.150
China	Shanghai	-	-	0.661 ³	0.557	0 ¹	0.557
Singapore	Singapore	-	-	0.502 ³	0.408	0 ¹	0.408

1 Source: Association of Issuing Bodies 2023

2 Source: CO₂emissiefactoren.nl

3 Source: Carbon Footprint Ltd 2024

4 Source: DEFRA 2024

IOGP benchmark

Indicators	Benchmark	Unit	Reference
Total GHG emissions	128	tonnes of GHG/1,000 tonnes of hydrocarbon production	IOGP Environmental performance indicators – 2022 data – page 16
Total gas flared	8.6	tonnes of gas flared/1,000 tonnes of hydrocarbon production	IOGP Environmental performance indicators – 2022 data – page 26
Energy consumption	1.5	GJ/tonnes of hydrocarbon production	IOGP Environmental performance indicators – 2022 data – page 24
Oil-in-water	9.5	tonnes oil discharged to sea from produced water/ 10 ⁶ tonnes of hydrocarbon production	IOGP Environmental performance indicators – 2022 data – page 28
Oil spills	0.4	oil spills greater than 1 bbl/10 ⁶ tonnes of hydrocarbon production	IOGP Environmental performance indicators – 2022 data – page 38

3.9.3 SOCIAL REPORTING BOUNDARIES

OUR PEOPLE

SBM Offshore's HR data covers the global workforce and is broken down by countries, gender and employment type. The performance indicators report on the workforce status at year-end December 31, 2024. They include all staff assigned on unlimited or fixed-term contracts, employee

new hires and departures, the total number of locally-employed staff from agencies and all crew working on board on the offshore operations units and shorebases.

In general, human resources initiatives and goals have continued, without a specific time frame. The performance and effectiveness of actions and projects are evaluated annually.

When referencing all SBM Offshore workforce collectively, this report uses the term 'Our People', which means directly hire (also called 'employee' in this report), contractors and individuals employed by a third party working in employment activities. Unless otherwise stated, the material impacts and opportunities outlined in this section apply to all individuals within SBM Offshore workforce. Beside that, certain policies, actions, metrics, and targets are specific to employees.

Headcount, turnover, equal remuneration and nationalization

Human Resources considers:

- a 'Direct hire' employee is a staff member holding a labor contract for either an unlimited or a defined period (or an offer letter for an unlimited period in the USA). Direct hires are recorded on the payroll, directly paid by one entity of SBM Offshore (including joint ventures). Direct hires perform mainly managerial, engineering and support activities.
- a 'Contractor' is an individual performing work for or on behalf of SBM Offshore. A contractor is not recognized as an employee under national law or practice (contractors do not form part of any of SBM Offshore's company payroll. Contractors issue invoices for services rendered). Contractors work on projects using their expertise to perform engineering or technical activities, especially on site.
- a 'Subcontractor' is an individual excluded from the headcount because subcontractors are not considered as staff in the HR headcount breakdown structure. Subcontractors are managed as a temporary service and are not covered by HR processes and policies. Yet, SBM Offshore has rigorous processes and procedures in place for subcontractors.

SBM Offshore's headcount figures are based on the number of people, as individuals, that are working for SBM Offshore at a specific given time. Headcount includes all types of staff independently from their contract or their work schedule. The Annual Report figures are based on the headcount at December 31, 2024.

In principle, reporting on headcount includes contractors, while turnover only includes direct hires. Turnover has been calculated as the number of employees who have left SBM Offshore (between January 1 and December 31, 2024) compared to the aggregate of the headcount on December 31, 2023 and December 31, 2024; divided by two, with the result multiplied by 100.

Concerning equal remuneration, SBM Offshore considers direct hires (excluding joint ventures and internships) in all locations. The gender pay gap has been calculated as such: average compa-ratio female/average compa-ratio male.

For fleet operations, engagement and development of the local workforce are the main indicators for successful implementation of the local content development plan. SBM Offshore monitors the percentage of the local workforce (excluding contractors) – the percentage of nationalization per region (the majority of SBM Offshore's offshore population are located in Brazil, Angola and Guyana) – and invests in training to increase or maintain the targeted level of nationals. For example, specific programs in the countries mentioned focus on education and training of nationals to facilitate them entering the workforce with the required level of qualifications and knowledge.

Performance Management

In order to ensure personal development and the optimal management of performance, SBM Offshore conducts annual performance reviews for its employees, using globally a common system to rate and evaluate them. For the reporting on Performance Appraisals, SBM Offshore included permanent staff, temporary (only from Brazil and the Netherlands) and JV staff (apart from *FPSO Kikeh*) of employees that joined SBM Offshore before October 1, 2024 and that were still with SBM Offshore on December 31, 2024.

Collective Bargaining

Within SBM Offshore, three entities conduct a yearly bargaining process: Angola, Brazil and the Schiedam entity in the Netherlands. In the other entities of SBM Offshore, direct hire employees are commonly represented by internal representatives that are elected on a yearly basis and according to the respective countries' labor practices. In the few places where employee representation is not organized, SBM Offshore considers the employee handbook as a valid labor agreement between the employee and the employer, signed during the hiring process.

HEALTH, SAFETY AND SECURITY

SBM Offshore's people work in demanding roles and conditions, with different risks to manage. The Health, Safety and Security (HSS) performance indicator boundaries take into account:

- Employees, which include all direct hires, part-time employees, locally-hired agency staff ('direct contractors') in the fabrication sites, offices and offshore workers, i.e. all people working for SBM Offshore.
- Contractors, which include any person employed by a contractor or contractor's subcontractor(s) who is directly involved in execution of prescribed work under a contract with SBM Offshore.

Until 2021, HSS incidents were reported and managed through SBM Offshore's incident management tool (SRS – Single Reporting System), which is a web-based reporting

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system that is used to collect data on all incidents occurring in all locations where SBM Offshore operates. In 2021, SBM Offshore developed and began using the IFS Incident Management/Corrective Action Preventive Action (IM/CAPA) module for Brazil operations. In 2022, the IFS IM/CAPA module was rolled out to Guyana, Angola and Malaysia operations as well as projects. In 2023, it was further rolled out to the remaining company locations, with the exception of *FPSO Serpentina*.

Safety incidents are reported based on the incident classifications as defined by the IOGP Report 2022s-June 2023. Occupational injuries and illnesses are reported based on the Occupational Safety and Health Administration (OSHA) definition and described in IOGP Report Number 393 2023 – Health Performance Indicators. The main type of work-related injury categories are related to line of fire and slips, trips and falls. Investigations, based on the type, criticality and severity of the event, are performed by specifically identified personnel using methods such as TapRoot® and 5 Whys. SBM Offshore is ISM certified for offshore production fleet and operation offices, as well as being compliant with ISO 45001 as per certification and classification table (section 5.5).

Employees are provided with HSS training to familiarize themselves with SBM Offshore's health, safety, and security rules and regulations. The training topics are based on the hazards identified through the above identification process as well as safety studies and regulatory requirements. The promotion of a speak up culture – as described in section 2.5.2– contributes to the identification process. Inclusion and non-retaliation are part of the Speak Up Policy.

Process Safety

A Loss of Primary Containment (LOPC) is defined as an unplanned or uncontrolled release of any material from primary containment, including non-toxic and non-flammable materials (e.g. steam, hot condensate, nitrogen, compressed CO₂ or compressed air).

A Tier 1 PSE is defined as an LOPC from a process system that meets criteria defined in API RP 754.

LOPC events are reported in SBM Offshore's reporting system as highlighted in sections 3.5.2 and 3.9. This system includes a built-in calculation tool to assist the user in determining the release quantity of LOPC events. All LOPCs are analyzed to identify those considered to be PSEs as per API RP 754. Process Safety KPIs used by SBM Offshore include the number of Tier 1 PSEs.

SBM Offshore encourages employees and contractors to report the PSE minor LOPC (weeps and seeps) and precursors (e.g. integrity conditions, losing items), using

them as a basis for leading initiatives aiming at minimizing the probability of major events occurring.

For the purposes of incident reporting, SBM Offshore reports against the three levels of incident Tier used by IOGP 456/ API 754:

- Tier 1: All events having actual severity of 4 or 5 as defined in the Common Thresholds Matrix.
- Tier 2: All events having an actual severity of 3 as defined in the Common Thresholds Matrix.
- Tier 3: All events having actual severity of 1 or 2 as defined in the Common Thresholds Matrix.

3.9.4 GOVERNANCE

ETHICS AND COMPLIANCE

SBM Offshore reports on significant fines paid by SBM Offshore and all affiliate companies. To define a significant fine the following threshold is considered (subject to final assessment by the Management Board on a case-by-case basis): operational fines of a regulatory and/or administrative nature which exceed US\$500,000.