

# SUSTAINABLE PERFORMANCE INDICATORS

INDICATOR	UNIT	2016	2017	2018
<b>SAFETY</b>				
Worked man-hours	(mln)	258.6	281.9	272.5
- employees	(mln)			93.3
- subcontractors	(mln)			179.1
Fatal accidents	(No.)	1	3	4
- employees	(No.)	-	-	-
- subcontractors	(No.)	1	3	4
Fatal Accident Frequency Rate (FTLFR)	(ratio)	0.38	1.06	1.47
- employees	(ratio)			-
- subcontractors	(ratio)			2.23
Lost Time Injuries (LTI)	(No.)	52	40	36
- employees	(No.)			17
- subcontractors	(No.)			19
LTI Frequency Rate (LTIFR)	(ratio)	0.20	0.14	0.13
- employees	(ratio)			0.18
- subcontractors	(ratio)			0.11
Number of high-consequence work-related injuries (excluding fatalities)	(No.)			1
- employees	(No.)			1
- subcontractors	(No.)			-
High-consequence work-related injuries (excluding fatalities) rate	(ratio)			0.004
- employees	(ratio)			0.011
- subcontractors	(ratio)			-
Total Recordable Incidents (TRI)	(No.)	201	144	120
- employees	(No.)			57
- subcontractors	(No.)			63
TRI Frequency Rate (TRIFR)	(ratio)	0.78	0.51	0.44
- employees	(ratio)			0.61
- subcontractors	(ratio)			0.35
Lost workdays	(No.)	3,106	1,857	1,280
- employees	(No.)			572
- subcontractors	(No.)			708
Severity rate	(ratio)	0.01	0.01	0.005
- employees	(ratio)			0.006
- subcontractors	(ratio)			0.004
Employee absent rate	(%)	4.9	4.1	4.0
<b>ENVIRONMENT</b>				
<b>Energy</b>				
Total energy consumption	(ktoe)	411.7	440.6	453.5
Total energy consumption	(TJ)	17,237.1	18,435.0	18,775.2

INDICATOR	UNIT	2016	2017	2018
<b>Energy</b>				
Direct energy consumption by type:	(ktoe)	388.1	419.3	432.9
- Diesel	(ktoe)	256.6	246.6	230.5
- Diesel Marine Oil	(ktoe)	111.8	141.8	173.2
- Heavy Fuel Oil (HFO)	(ktoe)	-	1.0	-
- Intermediate Fuel Oil (IFO)	(ktoe)	7.5	12.8	7.2
- Light Fuel Oil (LFO)	(ktoe)	1.4	4.5	12.3
- Natural gas	(ktoe)	1.4	1.1	0.6
- Gasoline	(ktoe)	9.5	11.5	9.2
Total electricity purchased from public network	(MWh)	102,343	92,310	88,997
Electricity produced from renewable sources	(MWh)	305.0	352.3	297.6
Energy saving due to energy consumption reduction initiatives	(MWh)	6,437	3,256	5,274.4
Energy intensity ratio	(toe/€ mln revenue)	41.3	49.0	53.2

<b>Emissions</b>				
GHG scope 1 emissions	(kt) CO <sub>2</sub> eq	1,203.4	1,299.7	1,348.8
GHG scope 2 emissions	(kt) CO <sub>2</sub> eq	38.9	37.5	35.7
GHG scope 3 emissions	(kt) CO <sub>2</sub> eq			58.2
Direct CO <sub>2</sub> emissions	(kt)	1,161.8	1,298.0	1,344.4
Direct CH <sub>4</sub> emissions	(kt) CO <sub>2</sub> eq	1.4	1.6	1.5
Direct N <sub>2</sub> O emissions	(kt) CO <sub>2</sub> eq			2.9
Significant emissions into the atmosphere by type:				
- SO <sub>2</sub>	(kt)	3.8	4.6	5.0
- NO <sub>x</sub>	(kt)	20.2	22.6	15.9
- CO	(kt)	10.3	14.5	9.4
- PM <sub>10</sub>	(kt)	0.5	0.5	0.6
- NMVOC	(kt)	0.8	0.9	1.1
Emission intensity ratio	(t CO <sub>2</sub> eq/€ mln revenue)	124.5	144.4	162.4
CO <sub>2</sub> saving due to energy efficiency initiatives	(t)	1,755	2,898	5,242

<b>Water</b>				
Water consumption	(10 <sup>3</sup> m <sup>3</sup> )	6,972.9	7,690.4	6,850.8
Water consumption by source:				
- fresh water from public network/third party	(10 <sup>3</sup> m <sup>3</sup> )	3,054.5	1,375.1	1,037.1
- ground water	(10 <sup>3</sup> m <sup>3</sup> )	2,571.9	5,441.2	4,532.6
- surface water	(10 <sup>3</sup> m <sup>3</sup> )	69.5	188.3	266.1
- sea water	(10 <sup>3</sup> m <sup>3</sup> )	1,276.9	685.8	1,014.9
Water by type of use:				
- concrete production	(10 <sup>3</sup> m <sup>3</sup> )	9.7	40.2	17.1
- general service	(10 <sup>3</sup> m <sup>3</sup> )	2,968.6	2,652.4	2,492.8
- hydrotesting	(10 <sup>3</sup> m <sup>3</sup> )	858.7	313.9	246.2
- domestic use	(10 <sup>3</sup> m <sup>3</sup> )	2,954.1	1,637.6	2,014.3
- irrigation	(10 <sup>3</sup> m <sup>3</sup> )	12.8	8.6	5.0

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<b>Water</b>				
- roads watering	(10 <sup>3</sup> m <sup>3</sup> )	141.3	133.7	70.8
- other	(10 <sup>3</sup> m <sup>3</sup> )	27.6	2,904.0	2,004.4
Water withdrawal in water stressed areas	(%)	41	37	33
Volume of recycled and reused water	(10 <sup>3</sup> m <sup>3</sup> )	308.4	1,179.8	1,641.0
Percentage of recycled and reused water	(%)	4	15	24
Discharged water	(10 <sup>3</sup> m <sup>3</sup> )	4,859.0	5,657.0	4,232.9
Total discharged water by destination:				
- into sewer system	(10 <sup>3</sup> m <sup>3</sup> )	427.7	642.8	380.4
- into bodies of surface water	(10 <sup>3</sup> m <sup>3</sup> )	2,556.3	3,605.4	2,388.6
- into the sea	(10 <sup>3</sup> m <sup>3</sup> )	1,142.7	515.4	729.3
- to other destinations	(10 <sup>3</sup> m <sup>3</sup> )	732.2	893.4	734.7
<b>Waste</b>				
Total waste produced	(kt)	907.6	431.3	381.5
Waste by type:				
- hazardous	(kt)	56.4	70.4	109.9
- non-hazardous	(kt)	851.2	360.9	271.6
Waste by type and destination:				
- hazardous waste disposed of in landfill sites	(kt)	36.1	61.2	102.2
- hazardous waste incinerated	(kt)	1.6	2.3	4.2
- hazardous waste recycled	(kt)	18.7	6.9	3.5
- non-hazardous waste disposed of in landfill sites	(kt)	140.0	172.4	188.3
- non-hazardous waste incinerated	(kt)	3.0	3.6	2.7
- non-hazardous waste recycled	(kt)	708.1	185.0	80.6
Waste recycled	(%)	80	44	22
<b>Spills</b>				
Number of spills	(No.)	30	26	18
Spill volumes	(m <sup>3</sup> )	4.26	6.21	7.22
Number of spills by type:				
- oil spills	(No.)	25	18	13
- chemical spills	(No.)	5	8	5
Spill volumes by type:				
- oil spills	(m <sup>3</sup> )	3.54	2.63	6.46
- chemical spills	(m <sup>3</sup> )	0.71	3.58	0.77
Number of spills by size:				
- over 500 litres	(No.)	3	3	2
- between 160 and 500 litres	(No.)	3	2	6
- between 10 and 160 litres	(No.)	24	21	10
Spills by destination:				
- into water streams	(No.)	-	-	-

INDICATOR	UNIT	2016	2017	2018
<b>Spills</b>				
Spills by destination:				
- into swamps or lakes	(No.)	-	-	-
- into the sea	(No.)	5	5	2
- on land	(No.)	25	21	16
Spill drills	(No.)	405	314	496
<b>HEALTH</b>				
Occupational diseases	(No.)	9	5	7
Occupational disease rate	(ratio)	0.08	0.05	0.03
Medical fitness examinations	(No.)	27,329	31,835	28,690
Medical consultations	(No.)	139,354	153,351	144,509
<b>HSE MANAGEMENT SYSTEM</b>				
Evidence of audits across all locations of operations	(No.)			181
<b>PEOPLE</b>				
<b>Employment</b>				
Total employees at year's end	(No.)	40,305	35,918	34,129
Employee categories:				
- Blue Collars	(No.)	17,134	14,688	12,924
- White Collars	(No.)	18,496	16,642	16,633
- Managers	(No.)	4,276	4,190	4,187
- Senior Managers	(No.)	399	398	385
<b>Type of contract</b>				
Full-time employees by gender:				
- male	(No.)	35,991	32,070	30,430
- female	(No.)	4,069	3,616	3,476
Part-time employees by gender:				
- male	(No.)	63	58	55
- female	(No.)	182	174	168
Employees recruited through employment agencies	(No.)	5,643	5,829	7,380
Employees with a stable work contract by gender:				
- male	(No.)	13,703	13,000	12,934
- female	(No.)	1,288	1,177	1,189
<b>Turnover</b>				
Voluntary turnover of employees with a stable work contract	(%)	8.3	6.6	7.3
Total turnover				
- male	(%)			32.1
- female	(%)			18.9
Open positions filled with internal candidates	(%)	8	23	29

INDICATOR	UNIT	2016	2017	2018
<b>Employment</b>				
<b>Local employment</b>				
Local employees by category:	(%)	80	76	73
- Blue Collars	(%)	81	74	68
- White Collars	(%)	81	78	76
- Managers <sup>(b)</sup>	(%)	48	48	47
- Senior Managers <sup>(b)</sup>	(%)	13	14	13

(b) The percentage of local managers and senior managers is calculated excluding the data of France and Italy.

<b>Diversity and equal opportunities</b>				
<b>Gender diversity</b>				
Women employed, by category:	(No.)	4,251	3,790	3,644
- Blue Collars	(No.)	118	95	85
- White Collars	(No.)	3,510	3,060	2,893
- Managers	(No.)	600	612	643
- Senior Managers	(No.)	23	23	23
Women on the Saipem SpA Board of Directors	(No.)	3	3	3
Women employed, by geographical area:				
- Americas	(No.)	495	348	350
- CIS	(No.)	478	461	420
- Europe	(No.)	2,198	2,101	1,998
- Middle East	(No.)	129	120	154
- Africa	(No.)	391	345	342
- Far East and Oceania	(No.)	560	415	380
Gender pay-gap (women vs. men):				
- Blue Collars	(%)	101	112	85
- White Collars	(%)	86	91	86
- Managers	(%)	80	85	86
- Senior Managers	(%)	88	81	82
Age ranges:				
- employees under 30	(No.)	5,809	4,330	3,740
•of which women	(No.)	735	494	439
- employees between 30 and 50	(No.)	28,418	25,673	24,298
•of which women	(No.)	2,961	2,744	2,646
- employees over 50	(No.)	6,078	5,915	6,094
•of which women	(No.)	555	552	559
<b>Multiculturalism</b>				
Number of nationalities represented in the employee population	(No.)	120	115	123
<b>Parental leave</b>				
Employees who took parental leave, of which:	(No.)	1,278	695	947
- women	(No.)	553	239	510
- men	(No.)	725	456	437

INDICATOR	UNIT	2016	2017	2018
<b>Parental leave</b>				
Return to work rate after parental leave:				
- women	(%)	67	56	64
- men	(%)	92	99.6	91
<b>Skills development</b>				
<b>Training</b>				
Total hours of training, of which:	(No.)	1,570,894 <sup>(c)</sup>	1,930,709	2,086,681
- HSE	(No.)	1,324,853 <sup>(c)</sup>	1,699,674	1,867,401
- managerial potential and skills	(No.)	24,446	15,090	27,934
- professional technical skills	(No.)	221,595	215,945	191,347
Average training man-hours by employee	(No.)	21.5	21.9	24.1
HSE training hours delivered to employees	(No.)	581,558	556,682	604,130
HSE training hours delivered to subcontractors	(No.)	743,296	1,142,992	1,262,965
Employees having received training over the year	(%)	53	48	81
Annual total cost of training	(mln €)	17.6	6.2	5.4
<b>Skills assessment</b>				
Skills assessment	(No.)	2,738	7,173	
<b>Performance evaluation</b>				
Total employee performance evaluations, of which:	(No.)	24,144	9,844	13,551
- Senior Managers	(No.)	375	359	3,712
- Managers	(No.)	3,038	2,918	2,450
- White Collars	(No.)	10,369	5,781	7,196
- Blue Collars	(No.)	10,362	786	3,533
Total employee performance evaluations	(%)	60	50	40
(c) These figures were recalculated in 2017.				
<b>Industrial relations</b>				
Percentage of the total workforce represented in formal joint management-worker health and safety committees	(%)		32	24
Employees covered by collective bargaining	(%)	58	49	45
Strike hours	(No.)	65,196	1,143	23,699
<b>Employee engagement</b>				
Employees involved in engagement projects	(%)			48
<b>BUSINESS</b>				
<b>Supply chain</b>				
Number of vendors	(No.)	29,959	26,345	23,845
Number of vendors qualified in the year	(No.)	6,571	6,918	7,026
Vendors qualified in the year operating in high risk countries for human and labour rights	(%)	60	59	40
New vendors assessed on human and labour rights	(No.)	106	94	174
Vendors qualified in the year for activities considered at HSE risk	(%)	6	4	7
Vendors assessed on HSE aspects	(No.)	385	278	466

INDICATOR	UNIT	2016	2017	2018
<b>Supply chain</b>				
Total vendors assessed on human and labour rights	(%)			11
Qualification audits, of which:	(No.)	46	62	28
- on human and labour rights	(No.)	6	14	10
- on HSE	(No.)	5	3	-
Total goods and services ordered	(bln €)	5.66	6.42	6.99
Percentage of goods and services ordered locally	(%)	69	64	62
Goods and services ordered by criticality level:				
- critical	(bln €)	3.56	4.47	5.09
- not critical	(bln €)	1.96	1.90	1.85
- other	(bln €)	0.14	0.05	0.41
Number of Frame Agreements	(No.)	5,758	5,643	5,401
Vendors qualified for more than 10 years	(%)	16	18	21
Vendor feedback released	(No.)	1,475	658	1,126
Percentage of positive feedback on vendor	(%)	74	64	85
Employees trained in human and labour rights and the supply chain	(No.)	147	115	237
<b>Security</b>				
Percentage of contracts with Security providers which include human rights clauses	(%)			100
Security personnel trained in human rights policy and procedures	(%)			25
Security risk assessment in commercial phase	(%)			94
<b>Anti-corruption</b>				
Employees trained in compliance, governance, ethics and anti-corruption issues	(No.)	2,813	1,962	4,318
Training hours in compliance, governance, ethics and anti-corruption issues	(No.)	6,713	6,201	10,597
Percentage of subsidiaries that implemented training in compliance, governance, ethics and anti-corruption	(%)		79	
Percentage of JVs that implemented training in compliance, governance, ethics and anti-corruption	(%)		100	
Percentage of vendors that were trained in compliance, governance, ethics and anti-corruption	(%)			
Number of staff disciplined or dismissed for ethical reasons	(No.)			-
<b>Grievance mechanism</b>				
Total files, of which:	(No.)	125	118	120
- founded or partially founded	(No.)	31	24	17
- unfounded	(No.)	98	92	64
- open	(No.)	-	2	39
Total files on cases of discrimination, of which:	(No.)	19	12	13
- founded or partially founded	(No.)	2	4	-
- unfounded	(No.)	17	8	7
- open	(No.)	-	-	6

INDICATOR	UNIT	2016	2017	2018
<b>Grievance mechanism</b>				
Total files on workers' rights, of which:	(No.)	30	26	49
- founded or partially founded	(No.)	6	3	3
- unfounded	(No.)	24	21	24
- open	(No.)	-	2	22
Total files on violations of the rights of local communities, of which:	(No.)	2	3	2
- founded or partially founded	(No.)	-	-	-
- unfounded	(No.)	2	3	2
- open	(No.)	-	-	-

<b>Innovation</b>				
Patents in force	(No.)	2,308	2,350	2,442
New patents filed in the year	(No.)	36	30	29
Research & Development expenditure	(mln €)	19	31	32

<b>Local presence</b>				
Countries in which local development projects are implemented	(No.)	9	11	10
Expenses for local development projects	(mln €)	1.90	1.28	0.82

<b>Other</b>				
Memberships of associations	(No.)	72	89	121
Membership fees paid	(€)	-	993,489	1,273,737
Total value of political contributions	(€)	-	-	-
Provisions for fines and settlements specified for ESG issues in audited accounts	(€)	-	-	-
Revenues	(mln €)	9,976	8,999	8,526
Operating result (EBIT)	(mln €)	1,499	126	37
Gross operating profit (EBITDA)	(mln €)	909	862	848

## LOCAL VALUE CONTRIBUTION

<b>Current taxes</b>				
Americas	(mln €)		5	5
Africa	(mln €)		53	94
CIS	(mln €)		6	48
Far East and Oceania	(mln €)		19	3
Europe	(mln €)		119	40
Middle East	(mln €)		75	4

<b>Total goods and services ordered</b>				
Americas	(mln €)		331	428
Africa	(mln €)		738	636
CIS	(mln €)		1,367	510
Far East and Oceania	(mln €)		1,268	976
Europe	(mln €)		2,264	2,656
Middle East	(mln €)		454	1,785



INDICATOR	UNIT	2016	2017	2018
<b>Employees</b>				
Americas	(No.)	3,083	1,849	2,477
Africa	(No.)	7,905	6,258	5,797
CIS	(No.)	3,169	2,743	2,110
Far East and Oceania	(No.)	6,967	3,313	3,034
Europe	(No.)	9,962	10,283	10,066
Middle East	(No.)	9,219	11,472	10,645

<b>Training man-hours</b>				
America	(No.)		67,787	60,046
Africa	(No.)		119,448	429,011
CIS	(No.)		360,088	52,131
Far East and Oceania	(No.)		49,715	97,621
Europe	(No.)		130,063	125,386
Middle East	(No.)		60,658	59,216

Information on audit and non-audit fees can be found at page 321 of the Relazione finanziaria annuale 2018 ([click here](#))