



# COUNTRY SUSTAINABILITY REPORT

## SAUDI ARABIA



## ABOUT THIS COUNTRY REPORT

*This Report is part of a series of Local Sustainability Reports that Saipem began publishing in 2003 as 'Sustainability Case Studies' with the purpose of underlining the importance the Company ascribes to local business sustainability.*

*These Reports are also submitted to the relevant stakeholders, so they can assess the sustainability approach Saipem adopts in their respective areas.*

*A Country Report describes the principles, activities and performance of Saipem in relation to sustainable development in the country. It is designed to provide easy access to key indicators and information and is divided into two parts: the first provides an overview of Saipem and its business around the world, while the second introduces the country, and discusses Saipem's presence, sustainability approach and sustainability performance within it.*

*Along with the annual Sustainability Reports and the Project Sustainability Reports, the Country Sustainability Reports represent the main tools adopted by Saipem to communicate to all stakeholders the Company's commitment and performance with regard to sustainability.*

*This Report has been prepared in line with the principles of materiality, stakeholder inclusiveness, sustainability context and completeness as defined in the Global Reporting Initiative (GRI) version G3.0.*

*The document aims to describe Saipem's performance and its engagement with stakeholders in Saudi Arabia.*

*A set of Key Performance Indicators (KPIs) have been selected to enhance the information provided to stakeholders.*

*The scope of consolidation is based on the principles adopted for financial reporting and annual sustainability reporting and refers to all projects conducted by Saipem SpA and its Operating Companies in Saudi Arabia.*

*All data has been calculated using the operational criterion, meaning that operations in which Saipem SpA or one of its Operating Companies in Saudi Arabia exercises operational control are reported 100%. Data for the Company's performance reported in the document have been drawn from the management and reporting systems used by the various Company functions involved in the reporting process. Data is reported for the 2013 financial year and, when appropriate, also for previous financial years.*

*Published in 2014*

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# MESSAGE FROM THE CEO



*Umberto Vergine*

Saipem is an international Oil & Gas contractor with approximately 48,000 employees and operations in more than 60 countries. Saipem plays a significant role in its market sector and contributes substantially to the economic development of the countries in which it operates.

We consider business sustainability to be an integral part of our strategy. Our commitment is to create long-term value for all our stakeholders, especially locally, by identifying common goals and agreeing on specific initiatives. Given the wide range and complexity of

our activities, our engagement with local stakeholders requires a comprehensive approach to sustainability. Furthermore, the variety of projects undertaken and the differences between countries where these activities are performed demand that a distinctive local approach be developed.

We publish these Reports on our Local Business Sustainability in order to favour open dialogue and enhance the development of local relationships, helping us to ensure that we operate at all times in an increasingly sustainable manner.

## MISSION

*Pursuing the satisfaction of our clients in the energy industry, we tackle each challenge with safe, reliable and innovative solutions. We entrust our competent and multi-local teams to provide sustainable development for our Company and the communities in which we operate.*

# LETTER FROM THE MANAGEMENT



Over the past three decades, the Saipem Group has played an active role in the economic and social development of Saudi Arabia, demonstrating its capabilities in all areas of activity, from Onshore and Offshore Engineering & Construction to Drilling.

Working with Saudi clients and local subcontractors has proved hugely beneficial from both a cultural and a technical point of view to all those concerned.

Thousands of workers and their families have come to the country over the years and become integrated with local communities, bringing with them their own skills and know-how but also receiving a great deal in return.

While the Group's prolonged presence in Saudi Arabia is also due in no small part to the undoubted economic benefits involved, its enduring success and continuity in the face of the many challenges it has faced is also down to Saipem's distinctive approach. Doing things the Saipem way, meaning a focus on quality and safety – values we aim to carry on upholding and promoting in the years to come – coupled with an ability to integrate successfully with local communities, has enabled us to maintain optimum levels of satisfaction from our most important local stakeholders over the course of these last thirty years and to continue to stand out from the competition.



**Daniele Quintarelli**

Onshore Area Manager Saudi Arabia - CEO Snamprogetti Saudi Arabia

## Overview of Saipem in Saudi Arabia

The Saipem Group has been present in Saudi Arabia for more than 30 years, offering services in the Oil & Gas, Petrochemical and Infrastructure sectors.

Saipem Group has three local companies in Saudi Arabia, namely Snamprogetti E&C Co Ltd, Saudi Arabian Saipem Co Ltd and Snamprogetti Saudi Arabia Co Ltd, operating both in the Engineering & Construction and the Drilling businesses.

In addition, Saipem owns 40% of Saipem Taqa Al Rushaid (STAR), the Kingdom's first offshore

fabrication company, which has been operating in Saudi Arabia since 2007.

**1,564**

Saudi employees in 2013

**1,430 million USD**

Local economic value generated in Saudi Arabia in 2011-2012

**0.1%**

The Saipem Group's contribution to Saudi Arabia's GDP in 2013



Sustainability, as an integral part of our strategy, has a very important role to play in all of the countries in which Saipem operates. All too often, the process of carrying out complex projects and the wide range of activities that generate economic growth and development involve a very heavy – and at times, excessive – use of the world's natural resources, leading to negative impacts on the environment and ecosystems in the form of pollution to air, water, soil, and climate changes such as global warming and extreme weather conditions.

While taking what we need from nature to ensure the growth and economic development of local communities, we thus also need, as a part of our project commitments, to be able to identify ways of contributing to maintaining the ecological balance in the places in which we operate, in order to ensure sustainable development.

To achieve this, it is essential that we secure the active participation of stakeholders and individuals in the decision-making process, that we employ an inter-disciplinary research approach in identifying the major environmental issues on each and every one of our projects, and that we continue to focus, unfailingly, on minimising our ecological footprint wherever we operate.

### **Romano Bergonzi**

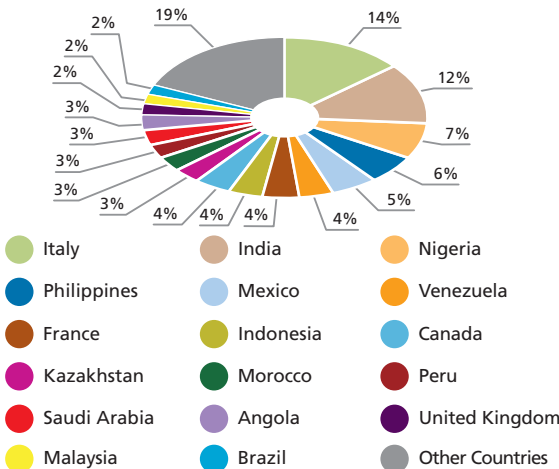
Drilling Area Manager Saudi Arabia - CEO Saudi Arabian Saipem

# INTRODUCTION TO SAIPEM

Saipem is an international group with a strong bias towards Oil & Gas related activities in remote and deepwater areas. The Company began operations in the 1950s and is now a leader in the

provision of engineering, procurement, project management and construction services with distinctive capabilities in the design and execution of large-scale offshore and onshore projects.

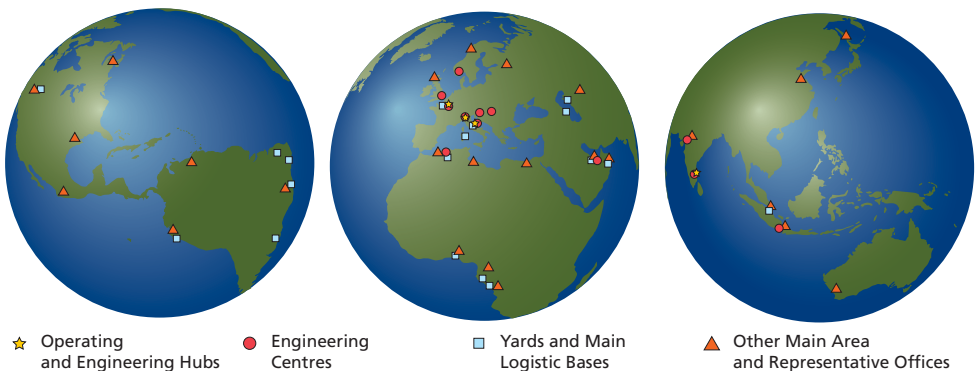
## Saipem workforce distribution by nationality (2013)



Saipem operates in the Engineering & Construction and Drilling businesses. It enjoys a superior competitive position for the provision of EPC/EPCI services to the oil industry both onshore and offshore, with a particular focus on the toughest and most technologically challenging projects – activities in remote areas, deepwaters and 'difficult' oil.

The Group is a truly global contractor, with a strong local presence in strategic and emerging areas such as West Africa, the Americas, Central Asia, the Middle East, North Africa and Southeast Asia.

Saipem is an international company employing over 52,000 people from approximately 126 nationalities (2013). The majority of the Group's human resources (77% in 2013) are locally employed.



# SAIPEM'S SUSTAINABILITY APPROACH

Saipem believes that a correct, open and cooperative relationship with all stakeholders is vital for the success of a project. Saipem is present in many locations around the world and operates with a decentralised organisational structure in order to respond to local needs and sustainability requirements.

Wherever it works, the Company plays an active role in local communities by offering employment opportunities and personnel training, working effectively with local suppliers and subcontractors, creating economic and social value and, finally, contributing to infrastructures

such as access roads, and construction camps with facilities such as hospitals, power generators, and so forth.

The breadth of Saipem's international workforce is another facet of sustainability: all personnel are treated with dignity, and their rights, cultural values, local customs and traditions, diversity and identity are at all times respected.

For each project, social, economic and environmental impacts are evaluated and continuously monitored in conjunction with the pursuit of customer satisfaction.



# SAIPEM AT A GLANCE

Saipem has world class engineering and project management expertise together with a strong, technologically advanced and highly versatile fleet. The Company operates in the Engineering & Construction and Drilling businesses.

Onshore, Saipem mainly serves the Oil & Gas segments, the refining and petrochemical markets, as well as a number of diversified industrial markets such as infrastructures (i.e. high speed railways, port facilities and marine terminals) and environment (especially remediation of soil, ground water and contaminated sites).

Saipem offers a complete range of services, from feasibility and front-end studies to design, engineering, procurement and field construction, most often on an EPC (Engineering, Procurement and Construction) and LSTK (Lump Sum Turn Key) contractual basis, for complex Oil & Gas facilities, including production, treatment, liquefaction, refining and petrochemical plants, as well as for Oil & Gas transportation systems, such as pipelines, pumping and compression stations and terminals.

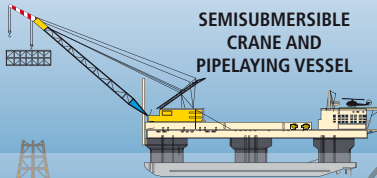
Saipem's expertise focuses on the design and execution of large projects with a high degree of complexity in terms of engineering, technology and project management, with a strong bias towards challenging projects in the most difficult environments and remote areas.

Saipem has designed and built numerous 'mega' Oil & Gas production facilities, 36 grass-roots refineries and more than 500 individual refining process units, as well as more than 400 plants worldwide for the production of chemicals from natural gas, including the world's largest ammonia/urea complexes.

In particular, land pipeline design and construction has historically been one of the mainstays of Saipem's business. The Company has laid a record of over 60,000 km of gas pipelines, 30,000 km of oil and product pipelines and 1,400 km of water pipelines on five continents.

In recent years, the Company has designed and constructed more than 40 power plants (over 10,000 MW) and four Integrated Gasification Combined Cycle plants, two of which are the world's largest (power output of about 550 MW each).

The Company's offshore activities include the installation of platforms, marine terminals and pipelines, as well as the development of deepwater fields, while its experience in undertaking EPCI (Engineering, Procurement, Construction and Installation) projects includes trunklines, export pipelines, infield flowlines, pipe-in-pipe systems, bundles, tie-ins and riser systems for the transportation of oil, gas and multi-phase products from depths in excess of 2,000 metres.



SEMISUBMERSIBLE PIPELAYING VESSEL

J-LAYING VESSEL

DRILL SHIP





With a fleet of over 40 construction vessels, Saipem is a leader in deepwater and shallow water pipelaying and platform installation with more than 30,000 km of sealines and more than 2.5 million tonnes of offshore structures installed. The Company has completed more than 100 major EPCI projects, including several challenging large-scale integrated complexes and is also involved in the construction of marine terminals, mooring systems with conventional buoys, wharfs and jetties. All of this is complemented by significant fabrication capabilities based in the heart of major Oil & Gas provinces such as Angola, Canada, Republic of the Congo, Kazakhstan, Nigeria, United Arab Emirates, the Mediterranean Sea, Indonesia and Brazil (under construction), with an aggregate in-house fabrication capacity of over 250,000 tonnes per year.

In addition, the design, construction or conversion of floating production units has become one of Saipem's main business activities since the early nineties. Thanks to the development of competitive technical solutions, relationships with key players and presence in strategic markets, together with its unique EPCI experience and track record of four new-builds and seven conversion projects, Saipem has become a reliable general contractor

for the provision of floating solutions worldwide.

As an international drilling contractor operating in some of the harshest onshore and offshore environments, Saipem is presently contracted to major oil companies in many of the Oil & Gas industry's 'hotspots', carrying out important drilling programmes in Europe, the Commonwealth of Independent States (CIS), North and West Africa, the Middle and Far East and the Americas.

Saipem's vast experience in managing drilling activities, coupled with its strong technological and operational expertise, have enabled the Company to build a proven capability and a global reputation in the industry. In Offshore Drilling, the Company boasts an extensive fleet with six jack-ups, a Tender Assisted Drilling Barge, seven semisubmersible drilling rigs and two drillships (the Saipem 10000 and the Saipem 12000) which can operate at depths of up to 10,000 and 12,000 feet, respectively, while in the onshore sector, Saipem owns in the region of 100 drill and workover rigs.

Over the decades, Saipem has drilled more than 7,300 wells (1,800 of which offshore), totalling an overall depth of about 18.5 million metres, and has been involved in the workover of hundreds of wells.

SEMISUBMERSIBLE DRILLING RIG

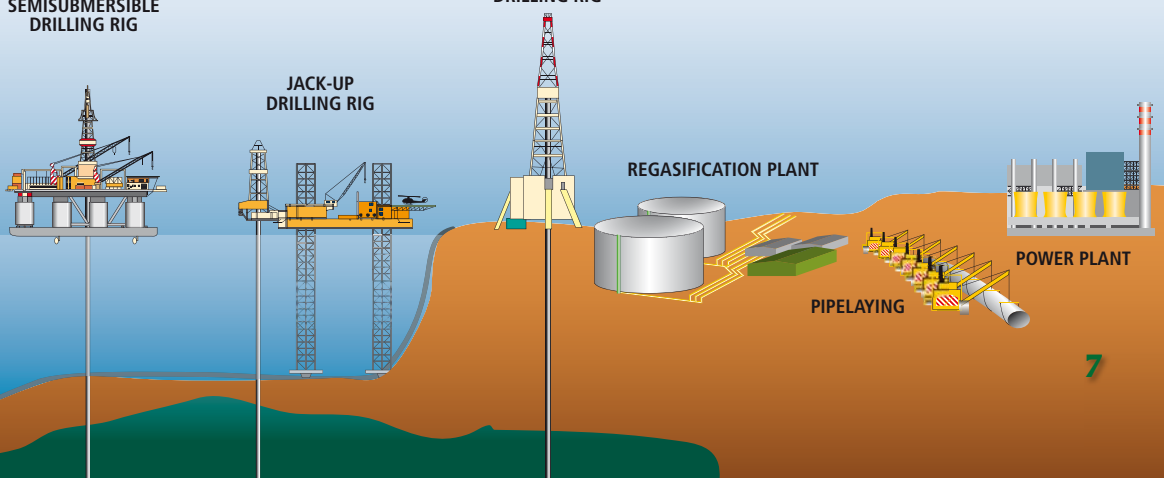
DRILLING RIG

JACK-UP DRILLING RIG

REGASIFICATION PLANT

POWER PLANT

PIPELAYING



# SAIPEM IN THE WORLD

EUROPE		2011	2012	2013
Revenues	(€ million)	1,938	1,781	1,593
Investments	(€ million)	78	31	34
Workforce	(units)	10,410	11,133	10,364
Local Workforce	(% of total)	81	75	84
Energy consumption	(ktoe)	72	98	74
HSE Training	(hours)	86,465	129,309	55,655

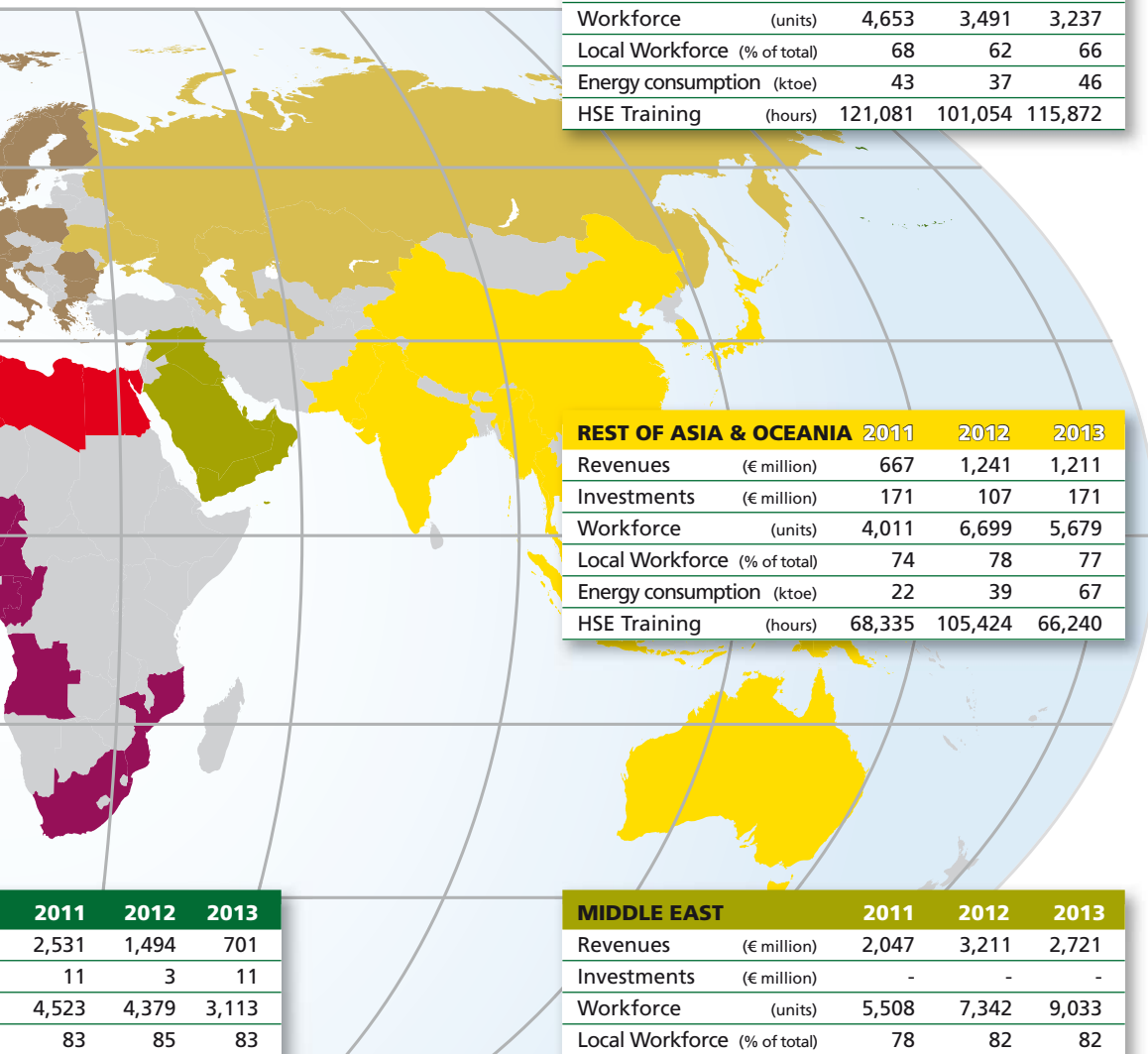
AMERICAS		2011	2012	2013
Revenues	(€ million)	1,009	1,808	2,371
Investments	(€ million)	158	136	256
Workforce	(units)	6,665	7,825	12,168
Local Workforce	(% of total)	87	88	84
Energy consumption	(ktoe)	82	101	115
HSE Training	(hours)	204,199	225,351	241,955

CENTRAL & SOUTH AFRICA		2011	2012	2013
Revenues	(€ million)	2,692	2,482	2,392
Investments	(€ million)	16	8	19
Workforce	(units)	8,462	7,586	8,563
Local Workforce	(% of total)	62	64	58
Energy consumption	(ktoe)	107	84	112
HSE Training	(hours)	170,316	146,551	104,332

NORTH AFRICA		2011	2012	2013
Revenues	(€ million)			
Investments	(€ million)			
Workforce	(units)			
Local Workforce	(% of total)			
Energy consumption	(ktoe)			
HSE Training	(hours)			

## Additional data for investments

Further investments not allocated to a specific area amounted to €738 million in 2011, €717 million in 2012 and €400 million in 2013.



<b>CIS</b>		<b>2011</b>	<b>2012</b>	<b>2013</b>
Revenues	(€ million)	1,709	1,352	1,267
Investments	(€ million)	27	13	17
Workforce	(units)	4,653	3,491	3,237
Local Workforce	(% of total)	68	62	66
Energy consumption	(ktoe)	43	37	46
HSE Training	(hours)	121,081	101,054	115,872

<b>REST OF ASIA &amp; OCEANIA</b>		<b>2011</b>	<b>2012</b>	<b>2013</b>
Revenues	(€ million)	667	1,241	1,211
Investments	(€ million)	171	107	171
Workforce	(units)	4,011	6,699	5,679
Local Workforce	(% of total)	74	78	77
Energy consumption	(ktoe)	22	39	67
HSE Training	(hours)	68,335	105,424	66,240

<b>2011</b>	<b>2012</b>	<b>2013</b>
2,531	1,494	701
11	3	11
4,523	4,379	3,113
83	85	83
73	66	27
155,568	123,113	34,825

<b>MIDDLE EAST</b>		<b>2011</b>	<b>2012</b>	<b>2013</b>
Revenues	(€ million)	2,047	3,211	2,721
Investments	(€ million)	-	-	-
Workforce	(units)	5,508	7,342	9,033
Local Workforce	(% of total)	78	82	82
Energy consumption	(ktoe)	129	168	180
HSE Training	(hours)	383,856	856,456	904,532

# SAUDI ARABIA



## COUNTRY OVERVIEW

Located in the southwest corner of Asia, the Kingdom of Saudi Arabia is at the crossroads of Europe, Asia and Africa. It is surrounded by the Red Sea to the West, by Yemen and Oman on the South, by the Arabian Gulf and the United Arab Emirates and Qatar to the

East, and by Jordan, Iraq and Kuwait to the North. Saudi Arabia's Red Sea coastline stretches for about 1,760 km, while its Arabian Gulf coastline is roughly 560 km.

The Kingdom of Saudi Arabia is an Arab Muslim State with Arabic as its official language and its

capital in Riyadh. The king is the President of the Council of Ministers, who steers the general policies of the State.

Source: Saudi/National e-Government Portal (<http://www.saudi.gov.sa/wps/portal/yesserRoot/home>).

## SOCIAL OVERVIEW

The Kingdom's total population is 27,136,977 people, 18,707,576 of them Saudis, according to 2010 statistics. Immigrants represent 31% of the total population. The growth rate of the total population between

2004 and 2010 was 3.2%, while the population density is 14 people/km<sup>2</sup>. More than 82% of the population live in urban areas.

Source: Saudi/National e-Government Portal (<http://www.saudi.gov.sa/wps/portal/yesserRoot/home>).

### Social indicators (2012)

Population age structure <sup>1</sup>	0-14 years	(% of total)	28.2
	15-24 years	(% of total)	19.6
	25-54 years	(% of total)	44.8
	55-64 years	(% of total)	4.3
	65 years and over	(% of total)	3.1
Literacy rate male		(% of people aged 15 and above)	91
Literacy rate female		(% of people aged 15 and above)	82
Labour force		(No.)	10,382,733
Labour force (female)		(% of total labour force)	14
Unemployment		(% of total labour force)	5.6
Unemployment (female)		(% of female labour force)	18.6
Life expectancy at birth (2011)		(years)	75
Mortality rate, under-5		(per 1,000 live births)	8.6
Improved water source		(% of population with access)	97
Improved sanitation facilities		(% of population with access)	100
Mobile cellular subscriptions		(million units)	53
Fixed broadband Internet subscribers		(million units)	1.9

Source: World Bank <http://databank.worldbank.org>.

(1) CIA World Fact Book 2013 (<https://www.cia.gov/library/publications/the-world-factbook/geos/sa.html>).



Unusual crossing

## ECONOMY OVERVIEW

Saudi Arabia has an oil-based economy with strong government controls over major economic activities. The country remains a leading producer of oil and natural gas and holds about 17% of the world's proven oil reserves.

The petroleum sector accounts for roughly 80% of budget revenues, 45% of GDP, and 90% of export earnings. Saudi Arabia is encouraging the growth of the private sector in order to diversify its economy and to employ more Saudi nationals. Diversification efforts are focusing on power generation, telecommunications, natural gas exploration, and petrochemical sectors. The government continues to pursue economic reform and diversification and promotes foreign investment in

the Kingdom. As part of its effort to attract foreign investment, Saudi Arabia acceded to the WTO in 2005.

Over 8 million foreign workers play an important role in the Saudi economy, particularly in the oil and service sectors, while the country is struggling to reduce unemployment among its own nationals. The Government is particularly focused on employing its large youth population and has therefore substantially boosted spending on job training and education.

Source: Saudi/National e-Government Portal (<http://www.saudi.gov.sa/wps/portal/yesserRoot/home>).  
CIA World Fact Book 2013 (<https://www.cia.gov/library/publications/the-world-factbook/geos/sa.html>).

Economic indicators (2012)			
Gross Domestic Product (GDP) (current price)		(billion USD)	711
GDP per capita (current price)		(USD)	25,136
GDP growth		(annual %)	5.13
GDP by sector:	Industry	(% of GDP)	62.6
	of which manufacturing	(% of GDP)	10.1
	Agriculture	(% of GDP)	2.2
	Services	(% of GDP)	35.2
Inflation rate		(%)	2.9

Source: World Bank <http://databank.worldbank.org>.

**Energy data (2011)**

Energy production	(ktoe)	601,724
Electricity production	(kWh)	250 billion
Electricity production from fossil fuels (2010) <sup>1</sup>	(% of total installed)	100
Access to electricity (2010)	(% of population)	99
Electric power consumption per capita	(kWh per capita)	8,161
Energy use per capita	(kg oil equivalent per capita)	6,738

Source: World Bank <http://databank.worldbank.org>.

(1) CIA World Fact Book 2013 (<https://www.cia.gov/library/publications/the-world-factbook/geos/sa.html>).

**ENVIRONMENT**

Almost the entire Kingdom is arid, although there is rainfall in the north and along the mountain range to the west, especially in the far southwest, which receives the monsoon rains in summer. Sporadic rain can also occur elsewhere, sometimes very heavily, causing serious flooding, including in Riyadh, where the air and prevailing winds tend usually to be very dry. Although the Kingdom of Saudi Arabia lies within a typical arid to semi-arid region, it is characterised by its unique biological diversity which is relatively low in comparison with other regions all over the world. However, such diversity contains wild species that have been acclimatised to live under adverse ecological conditions including weather and dry conditions.

Saudi Arabia's economic prosperity has resulted in changing life styles in agricultural, industrial and urbanization

practices and to increasing resource demands due to an increased human population.

This has led to a deterioration of some primary wild species within the Saudi environment which has required efforts to be made to rehabilitate the environment in addition to organising its natural resources consumption.

Pursuant to Article 32 of the main ruling system, the State has a duty to preserve and protect the environment.

The Presidency of Meteorology and Environment (PME) was formed in 2001 to optimise the utilisation of natural resources within the Kingdom of Saudi Arabia, promoting environmental awareness among all members of Saudi society and providing protection for present and future generations.

Source: Saudi/National e-Government Portal (<http://www.saudi.gov.sa/vps/portal/yesserRoot/home>).

**Environmental indicators (2011)**

Country area	(km <sup>2</sup> )	2,149,690
Terrestrial and marine protected areas (2012)	(% total territorial area)	29.9
Forested area	(% land area)	0.45
CO <sub>2</sub> emissions (2010)	(ktonne)	464,480
CO <sub>2</sub> emissions per capita (2010)	(tonnes/capita)	17.04
Renewable internal freshwater resources per capita	(m <sup>3</sup> )	86.45
Annual freshwater withdrawals, total	(billion m <sup>3</sup> )	23.67
Annual freshwater withdrawals, by sector:		
Agriculture	(% of total)	88
Industry	(% of total)	3
Domestic	(% of total)	9

Source: World Bank <http://databank.worldbank.org>.

# SAIPEM'S PRESENCE IN SAUDI ARABIA

The Saipem Group has been present in Saudi Arabia for more than 30 years, providing services in the Oil & Gas, Petrochemical and Infrastructure sectors. Over the years, Saipem has undertaken a number of key projects in Saudi Arabia for major clients such as Saudi Aramco, SWCC, SABIC affiliates and is well positioned to offer unparalleled EPC execution expertise to Saudi Arabia's booming Oil, Gas, Petrochemical Power and Infrastructure sector.

Saipem has executed 38 projects in Saudi Arabia as the main contractor for Engineering, Procurement and Construction services, as well as 26 onshore and offshore pipeline projects. Saipem Group has three local companies in Saudi Arabia and is a shareholder in Saudi Arabia's first fabrication company supplying the offshore oil and gas segment.

**Saipem Taqa Al Rushaid (STAR)**, the Kingdom's first offshore fabrication company, has been operating in Saudi Arabia since 2007. Its activities are focused on services pertaining to the fabrication of marine platforms and associated components and related works. The company is owned by Taqa Al Rushaid for Marine Works (60%); and Saipem International BV (40%).

**Snamprogetti E&C Co Ltd**, an In Kingdom (IK) - EPC Service Provider. Saipem Group created this local entity, specialising in engineering, procurement and construction activities, with the aim of supporting Saudi Aramco's IK-EPC initiative. The new company is owned by Snamprogetti Netherlands BV (70%) and Mrazeem Industrial Services Co (30%), a sister entity of Arabian Consulting Engineering Centre (ACEC) Co. ACEC is a fully-owned Saudi company, founded in 1979 with head office in

Riyadh and branches in Al-Khobar and Jeddah. ACEC operates IK under Engineering License No. 0/262.

**Saudi Arabian Saipem Co Ltd 'SAS'** has been operating in Saudi Arabia since 1976. Its activities are broadly focused on providing services pertaining to construction works oil, gas and petrochemical facilities, oil and gas well drilling, industrial works, and onshore and offshore water systems. The company is owned by Saipem International BV (60%), Al Bilad Trading and Economy Establishment (20%), and Abdul Hadi Al Qahtani Co for Marine and Petroleum Services (20%).

**Snamprogetti Saudi Arabia Co Ltd 'SPSA'** has been operating in Saudi Arabia since 1981. Its activities are broadly focused on providing services pertaining to contracting, project management and works related to the installation, expansion and maintenance of petrochemical facilities, railways, power projects, fertilizers, water desalination, waste water treatment, refining, oil and gas pipelines, water pipes, and drilling services for oil and gas fields. The company is owned by Saipem International BV (95%) and Snamprogetti Netherlands BV (5%).

Saipem's offices are based in Khobar – Dammam Area. In addition, project operations are managed at the following locations:

- Construction Management Facility at Dammam Area 91;
- Drilling Management Facility at Old Abqaiq Road, Dhahran;
- Offshore Fabrication Facility at Dammam Port; and
- Project specific site offices at their respective locations.

## MAIN PROJECTS UNDERTAKEN IN SAUDI ARABIA (2012-2014)

### E&C Projects ongoing or undertaken in the last three years

Project name	Duration	Client	Project description
Jazan IGCC Pack. 1 (SA)	2014-2018	Aramco Overseas Co BV	EPC Contract (Package 1) part of the Jazan Integrated Gasification Combined Cycle project, located near the City of Jizan in south-western Saudi Arabia, including the engineering, procurement, construction, pre-commissioning, assistance to commissioning and performance tests of a Gasification Unit, a Soot/Ash Removal Unit, an Acid Gas Removal Unit and Hydrogen Recovery Units.
Jazan IGCC Pack. 2 (SA)	2014-2018	Saudi Aramco	EPC Contract (Package 2) part of the Jazan Integrated Gasification Combined Cycle project, located near the City of Jizan in south-western Saudi Arabia, including the engineering, procurement, construction, pre-commissioning, assistance to commissioning and performance tests of six Sulphur Recovery Unit (SRU) Trains and related storage facilities.
Shedgum-Yanbu Gas Pipeline Loops 4&5	2014-2017	Saudi Aramco	Detailed Design, Engineering, Procurement, Installation, Commissioning and Start-up Assistance of Loop 4 and Loop 5 for the Shedgum-Yanbu Gas Pipeline. The two new loops will complete the doubling up of the original pipeline along its entire length and ensure continuity of supply to Yanbu.
Rabigh II Refining and Petrochemical Project Naphtha and Aromatics Package (RP2)	2012-2015	Saudi Aramco & Sumitomo Chemicals	EPC of two process units: a Naphtha Reformer Unit and an Aromatics Complex.
Airport Outfall (Package 8)	2012-2013	Jeddah Storm Water Drainage Program (The Emirate of Makkah Province & Saudi Aramco)	Material procurement, installation/construction of the 'Airport Outfall' – a new Stormwater Drainage System which will provide a significant improvement to the northern side of the City of Jeddah. This system will essentially run to the south and west side of King Abdulaziz International Airport (KAIA), discharging through new outfalls into the Red Sea.
FEED of PAN Precursor & Carbon Fibre	2012-2013	Saudi Carbon Fibre Co	FEED of a plant capable of producing 3.0 ktonnes/y of carbon fibre at start-up and designed for expansion to 10.0 ktonnes/y in the future. Know-how package (KHP) prepared by the licensor (Montefibre).
Arabiyah & Hasbah 36" Offshore Trunkline Section Replacement	2012-2014	Saudi Aramco	EPCI of two 36-inch diameter clad trunklines, 7- and 10-kilometre long, to be installed in the two offshore fields – Arabiyah and Hasbah. This project increases the scope of work originally encompassed in the contract that Saipem won in early 2011 for the development of the Arabiyah and Hasbah fields.
Arabiyah & Hasbah Offshore and Onshore Facilities	2011-2014	Saudi Aramco	EPCI of No. 13 wellhead platforms, No. 2 tie-in platforms, No. 1 injection platform, 260-km long export trunkline, 200 km of mono-ethylene glycol (MEG) pipelines, 200 km of subsea electric and control cables, 40 km of offshore flowlines. The scope of work also includes the shore approaches and about 120 km of onshore pipelines.
SAFCO - V Urea Stand Alone Project	2011-2014	SAFCO	EPC of a urea Plant (3,250 MTPD urea and 3,600 MTPD Granulation) including utilities and offsite units.



## Dammam Construction Base

*Onshore Fabrication Yard & Construction Support Office with living facilities at Dammam.*

*General information:  
 Fabrication area of 142,000 m<sup>2</sup>;  
 covered work area of 8,000 m<sup>2</sup>;  
 painting shelter area of 3,400 m<sup>2</sup>;  
 sandblasting area of 3,600 m<sup>2</sup>;  
 office area of 5,000 m<sup>2</sup>;  
 warehouse area of 55,000 m<sup>2</sup>;  
 covered area of 3,360 m<sup>2</sup>;  
 annual production capacity of about 14,000 tonnes;  
 annual welding capacity of about 960,000 dia-inch;  
 manpower capacity of 162,500 manhours/month;  
 distance to the closest port: 32 km;  
 logistic base and accommodation camp (up to 600 people can be accommodated).*



Mega Projects recently executed by Saipem in Saudi Arabia include: Saudi Aramco Manifa Central Processing Facilities; Qatif Central Producing Facilities; Khursaniyah Processing Facilities; Khurais WIPS; Qurayyah Sea Water Treatment; and Khurais Utilities Package.

## Drilling projects

With regard to drilling activities, at the end of 2013, 19 onshore rigs were operating in the country, as well as two offshore jack-ups: Perro Negro 5 and Perro Negro 7. In 2014, 6 additional onshore drilling rigs have been mobilised to Saudi Arabia while 3 additional

## Dhahran Drilling Base

*Drilling Services Support Base and living facility at Dhahran.*

*General information:  
 Total area of 150,000 m<sup>2</sup>;  
 office space of 850 m<sup>2</sup>;  
 total warehouse area of 5,450 m<sup>2</sup>;  
 covered warehouse of 3,024 m<sup>2</sup>;  
 equipment yard of 90,000 m<sup>2</sup>;  
 workshop area of 4,880 m<sup>2</sup>;  
 accommodation camp for 300 persons.*



onshore drilling rigs will commence operations by the second quarter of 2015.

## SUSTAINABILITY APPROACH

Saipem is committed to providing its clients with services that meet their requirements, satisfy their stated and implied needs, comply with their schedules and that are also highly competitive.

The Saipem Management System ensures an integrated approach to project management, with the aim of achieving continuous improvement and the prevention of risks. All Saipem local operating companies have their Quality, Health, Safety and Environment Management System certified to ISO 9001:2008, OHSAS 18001:2007 and ISO 14001:2004. The HSE Management System is focused on ensuring the health and safety of employees and subcontractors and reducing the impact

on the environment, while at the same time encouraging all project personnel to adopt a positive and responsible attitude towards HSE issues so as to minimise risks for the workforce and the entire population.

Another important aspect of Saipem strategy in Saudi Arabia is the maximisation of Local Content, mainly in terms of the generation of employment opportunities but also in the form of support to the local economy.

Saipem is committed to complying with Saudization requirements and to continuing to increase its contribution to value creation in the country. One of the most important aspects of this is training provided to young Saudi resources, with the aim of creating an important and durable asset for the Kingdom.

A further strategic aspect for Saipem is maximising the contribution of local suppliers and service providers in support of its operations in the country. As part of this drive, Saipem is always keen to encourage new local suppliers and dealers to register and qualify for inclusion in its supplier database.

## STAR Facility

*Offshore Facilities Fabrication Yard at Dammam Port.*

*General information:*

*Laydown Area: over 30,000 m<sup>2</sup>*

*covered areas for fabrication activities and storage of project materials. Heavy Welding Line: dimensions 22x210 metres. Two gantry cranes, with total capacity of 100 tonnes. Two submerged arc welding units. Two movable shelters for welding and 2 movable shelters for painting/blasting activities. Prefabrication Workshops:*

*23,000 m<sup>2</sup> area consisting of four bays and equipped with 13 overhead cranes with a capacity ranging from 10 to 60 tonnes.*

*Painting/Blasting Workshops: 2,500 m<sup>2</sup> covered area consisting of three workshops of which two for painting and 1 for blasting activities.*

*Assembly Area for Jacket/Decks: 300,000 m<sup>2</sup> area, ground reinforced, backfilled and*

*equipped with full underground utilities. Current capacity of up to 8 jackets and decks in parallel.*

*Possibility for area expansion up to 300,000 m<sup>2</sup> for additional works. Load-out Area: six metre water depth draft. Jetty has been*

*reinforced for heavy loads of 50 tonne/m<sup>2</sup>. Length of jetty 414 metres to accommodate various sizes of cargo barges and vessels. STAR Jetty is designed to load-out a completed fabricated offshore facility from the yard to a cargo barge.*



## QUANTIFYING THE ECONOMIC VALUE GENERATED BY SAIPEM'S OPERATIONS IN SAUDI ARABIA IN 2011-2013

Saipem Sustainability strategy aims to maximise the Local Content of its activities as a means of achieving the integration of the business within the local socio-economic context. For Saipem, the promotion of Local Content means contributing to the development of local communities, principally through offering employment opportunities, personnel training, and transfer of knowledge and know-how, but also through working effectively with local suppliers and subcontractors, creating socio-economic value within the community.

Traditional methods used to evaluate Local Content in quantitative terms, as also applied in a number of national legislations, only calculate the direct components of the overall impact, i.e. the effects directly connected with operations (direct employment, direct purchasing by local suppliers and taxes paid to local government) and underestimate the overall real impact and the potential benefits of Local Content strategies.

The model developed by Saipem calculates the overall footprint of Saipem operations in a certain area,

and thus can be used to evaluate the effectiveness of its Local Content strategies.

### About the SELCE Model

Since 2009, Saipem has applied the Saipem Externalities Local Content Evaluation (SELCE) Model in order to quantify the positive effects of its activities on local economies and societies by calculating the direct, indirect and induced effects of its operations.

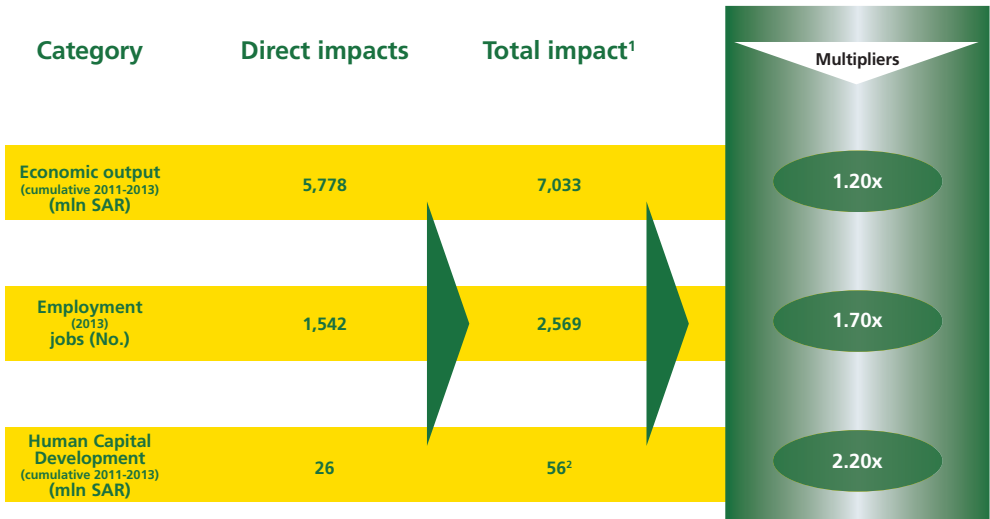
The SELCE methodology measures three key positive impact categories, which best represent Saipem's Local Content strategy:

- economic output: the overall financial impact generated by the payments made by Saipem and its suppliers in terms of costs for locally-sourced products and services, wages to employees, and taxes;
- employment: the total number of jobs derived from Saipem's operations, including direct employment jobs but also jobs generated along the supply chain and those generated as a result of increases in household income;
- human capital development: the overall economic value, in terms of increased life-time earning expectancy, associated with the training activities carried out by Saipem for its local employees.

For each category, the direct, indirect and induced effects are calculated and the economic multipliers derived.



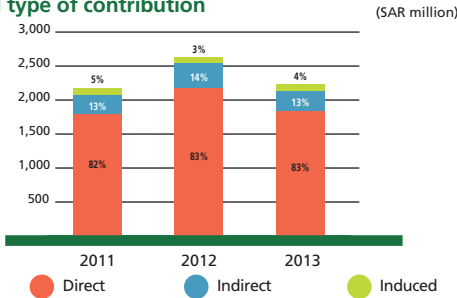
Training on Drilling



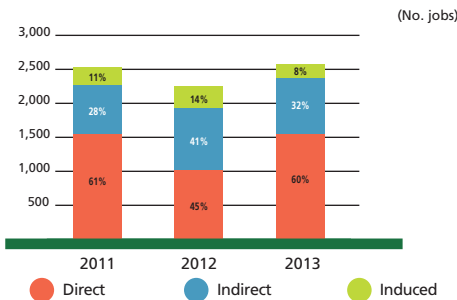
Note: exchange rate SAR/USD = 0.267 as provided by SAMA (Saudi Arabia Monetary Agency).

(1) Due to rounding off of the multiplier values, in some cases the product of the direct effect and the multipliers differs from the total effect.  
 (2) Calculated over a 5-year timeframe.

**Local economic impact by year and type of contribution**



**Employment impact by year and type of effect**



The multiplier is a number that gives the magnitude of the impact on the economy derived from changes in a given economic activity.

For 'Economic Output' and 'Employment', the direct effect is the effect generated directly by Saipem (i.e. direct employment, direct purchasing from local vendors and any taxes paid to local government), while the indirect effect is related to the value generated in the economy along Saipem's supply chain. The induced effect is the value Saipem's operations generate as a contribution to the increase in household consumption levels thanks to job opportunities promoted by the Company and its vendors. It is calculated on the basis of regional and national macroeconomic data and parameters.

For 'Human Capital Development', the investment in training generates an increase in the future earning expectancy of the people trained (indirect effect) and an effect on the local economy due to the increase in household consumption levels and taxes associated with the trained employees due to their increased earnings (induced effect).

### Application of the SELCE Model in Saudi Arabia

The study covers all Saipem Group Operating Companies in Saudi Arabia (Saudi Arabia Saipem, Snamprogetti Saudi Arabia, Snamprogetti E&C and STAR) for the years 2011, 2012 and 2013.

In 2011-2013, Saipem Group operations in Saudi Arabia generated a cumulative local economic value of approximately 7,033 million SAR (roughly 1,430 million USD). The overall impact was 1.2 times the direct effect, meaning that for each dollar Saipem spent in the local economy an additional 0.2 dollars were generated.

The highest contribution to Saudi Arabia's GDP from Saipem Group operations occurred in 2012, when it accounted for approximately 0.1% of the country's GDP.

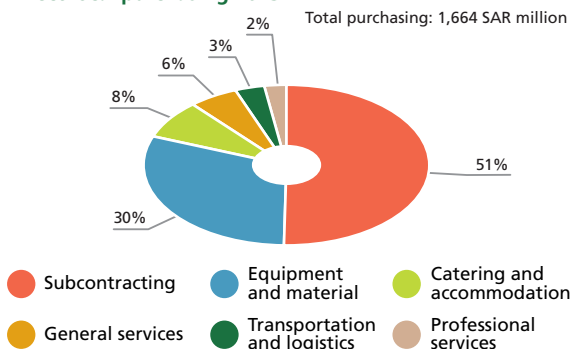
Eastern Province, where the majority of Saipem's operations are based, benefits from 60% of total Saipem Group local economic value created, accounting for 4,222 million SAR (about 1,127 million USD). The employment figures for 2013 show a value of 2,569 Saudi jobs created directly, indirectly or induced.

Eastern Province is again the area that benefits most, accounting for about 43% of the total jobs created. In addition, the Saipem Group is stable in the green zone of the Nitaqat System with a higher than 20% ratio of national employees vs. total company employees in the last 3 years. Specifically, it is worth noting that the results of Saipem

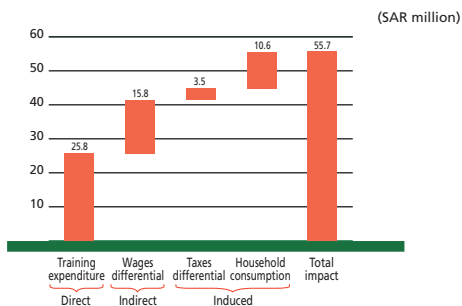
drilling operations reached a Saudization percentage of higher than 40% in the period 2012-2013.

The Saipem Group's cumulative investment in training activities for Saudi employees created a total economic value of 55.7 million SAR (14.9 million USD) in the Kingdom.

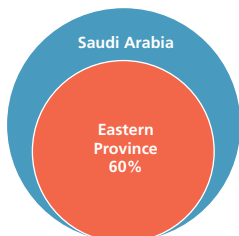
### Direct local purchasing 2013



### Human Capital Development

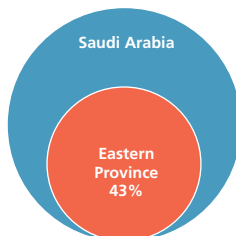


### Direct economic impact generated in Eastern Province



Note. In 2011-2013, total local economic value created by Saipem Group in the Eastern Province is estimated to be 4,222 million SAR (60% of the total economic value created in Saudi Arabia).

### Employment impact generated in Eastern Province



Note. In 2011-2013, 43% of the local employment created by Saipem Group's operations was in the Eastern Province.

# SUSTAINABILITY PERFORMANCE

## CLIENTS

Saipem has been present in Saudi Arabia for more than 30 years and has always enjoyed close and constructive relation with its Clients. Of particular note is the Long Term Agreement has entered into with Saudi Aramco, the National Saudi Arabia Oil Co, for a duration of 10 years up to December 2016, for the fabrication, construction, transport and installation of offshore facilities for Saudi Aramco's Offshore Maintain Potential Program.

The scope of work, which is being carried out by a consortium composed of Snamprogetti Saudi Arabia and STAR (with STAR the contracting entity), includes Drilling Support Structures (platform jackets), Production Deck Modules (platform decks), Subsea Pipelines and Subsea Power Cables. Saipem currently has contracts in place with Saudi Aramco up until 2024.

significant efforts made by the Group in this regard.

## Saudization

As part of Saudization, Saipem recruits young Saudis through periodic recruitment campaigns in major schools and universities of the Kingdom of Saudi Arabia, with a preference for the Eastern province, where the Group's activities and operations are mainly carried out. Saipem prefers to hire new graduates or young people with little experience, with the aim of helping them to develop into fully-skilled personnel who will not only meet the growing needs of the Company but who will also represent an important and durable asset for the Kingdom.

The initial recruitment process is based on an assessment of their qualifications, skills and experience. Those who have some experience follow a brief training programme and are then inducted into their respective disciplines, while those with no experience receive adequate training before being assigned to their chosen field.

Personnel are sent periodically to Saipem's Centres of Excellence around the world for high level/skill training sessions.

## EMPLOYEES

### Workforce

The average figure for Saudi direct employment for 2011-2013 is around 25%, meaning that over the last 3 years, the Group has been stable in the green zone of the Nitaqat system, which measures an organisation's Saudization.

The steady increase in Saipem's Saudization figure is a result of the

### Training

Among the most effective tools for local personnel development used by the

### Employment composition

	2011	2012	2013
Saudi	1,512	1,009	1,564
Local	5,545	2,290	3,235
International	144	582	593
Total	7,201	3,882	5,392
Nitaqat System	21%	26%	29%

Training hours by type			
	2011	2012	2013
Health, Safety and Environment <sup>(a)</sup>	49,634	118,901	32,255
Information Technology and Languages	3,175	5,559	100
Managerial Behaviour and Skills	8,905	6,668	2,324
Technical Professional Skills	5,857	24,785	237,960
Other Professional Skills	3,314	27,297	-
<b>Total</b>	<b>70,885</b>	<b>183,210</b>	<b>272,639</b>

Training hours by category			
	2011	2012	2013
Blue collars	28,798	27,715	253,902
White collars	39,237	150,548	17,665
Managers	2,850	4,947	1,072
<b>Total</b>	<b>70,885</b>	<b>183,210</b>	<b>272,639</b>

(a) Institutional HSE training rather than specific project-related HSE training. HSE training hours for specific projects are accounted for under the safety statistics.

Saipem Group – which has a long-term presence in the Saudi market and offers a genuine commitment to promoting Local Content – are its training initiatives.

The Group has developed a wide range of training programmes tailored to its onshore, offshore and drilling business activities, with initiatives carried out either through specialised external institutes in the Kingdom or through Saipem training centres (e.g. its welding schools) in Saudi or in the Middle East Area. An important component of Saipem training programmes are internal on-the-job training initiatives, in which groups of young Saudis are enrolled on fast track programmes

where they are monitored and tutored by Saipem professionals, with the aim of developing increased role coverage in terms of skills and competencies.

### Health and Safety

Saipem companies in Saudi Arabia are strongly committed to Saipem’s Vision for the protection of the Health & Safety of its employees and suppliers/subcontractors. The HSE Management System (HSE MS) has been structured around the concept of ‘prevention’ and ‘continual improvement’ with the objective of ensuring efficient work practices and preserving the health and safety of



**SAIPEM SAFETY VISION**  
Our commitment for a safer and better future



➤ **The Safer, the better.**  
Our Vision for Saipem is to be "winners through passion for safety"

- **multicultural company**, where thousands are united by a passion for safety and health
- **transparent company**, where everyone is a safety leader, everyone speaks up for safety and everyone's voice is heard
- **frontier company**, where people keep safe and well while working on tasks that range from the routine to extreme
- **Innovative company**, where safety is a way of life, not just a procedure
- **company** that is better because it is safer

*"The safer we become, the more efficient we become...so literally the safer the better"*  
(The President, P.T.4)



Saipem's Health and Safety commitment

employees and subcontractors. The HSE MS of Saudi Arabian Saipem Co Ltd and of Snamprogetti Saudi Arabia Co Ltd are certified to the international standard OHSAS 18001 'Occupational

Health and Safety Management'. The Saipem Health Management System includes internal provision of medical assistance on all Saipem sites and projects worldwide. In Saudi Arabia, the

**Safety statistics**

	2011	2012	2013
Manhours worked	33,713,243	33,360,521	37,311,843
Fatalities	1	0	3*
LTIFR	0.09	0.06	0.21
TRIFR	0.15	0.27	0.59

**Leading indicators**

	2011	2012	2013
HSE training hours	116,953	108,563	135,063
SHOC Cards	76,865	84,049	104,143
Tool Box Talks	35,794	49,211	65,000
HSE meetings	2,463	2,870	3,362
Job Safety Analysis	33,509	36,275	16,632
HSE Inspections	17,219	24,542	34,388

(\*) In 2013, three employees lost their lives due to incidents at work, of which two subcontractor workers and one Saipem employee. The first incident, which led to two fatalities, occurred on the Outfall Airport Project, when a trench wall collapsed, trapping the two victims. The third fatality occurred on one of the drilling rigs, where a floorman was electrocuted. For both incidents, an investigation was immediately conducted to identify and analyse the causes of the accident and several short and long term corrective actions were implemented to avoid the recurrence of similar events.



key elements of the system are:

- adequate medical equipment and medicines;
- emergency protocol on all sites;
- health training and prevention programmes.

### 'Protect Your Hands' Safety Campaign

The objective of the 'Protect Your Hands' Safety Campaign is to increase safety awareness among all crew members with regard to the danger of hand and finger injuries and their prevention.

The campaign was launched following a combined accident analysis at Saudi Aramco's Drilling & Work Over Department.

The accident trend indicated a high percentage of incidents in which people injured their hands or fingers.

The campaign was supported by



the client, Saudi Aramco and saw the contribution of all major drilling contractors operating in the country. The 'Protect Your Hands' Safety Campaign was launched at all Saudi Arabian Saipem drilling rigs during 2013.

### 16-Life Saving Rules (LSR) Campaign

Saudi Arabian Saipem (SAS) Drilling Projects have adopted 16-life saving

rules (LSR), which were selected based on an in-depth analysis of past incidents in the industry. Each rule is also linked to controls and barriers which, if used properly, can facilitate prevention of serious incidents.

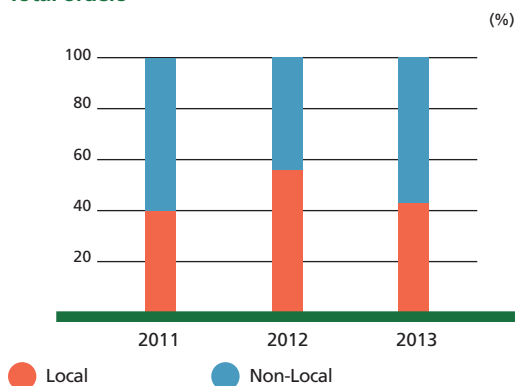
The 16 LSR are intended to supplement and support Saudi Arabia Saipem Drilling Projects' existing company HSE management systems, programmes and policies.



## SUPPLIERS AND SUBCONTRACTORS

For Saipem, the contribution made by local service providers and suppliers is

### Total orders

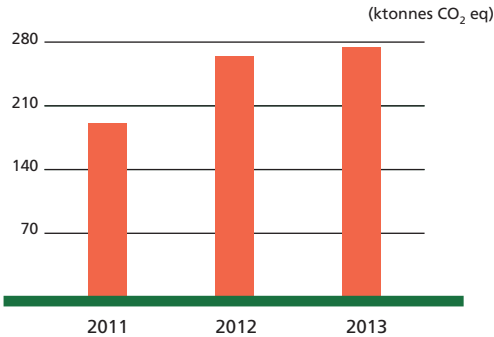


Total orders - local and non-local vendors				
		2011	2012	2013
Local	(€)	285,263,570	513,310,466	423,230,374
Non-Local	(€)	433,464,212	397,642,244	563,591,845
Total	(€)	718,727,782	910,952,710	986,822,219

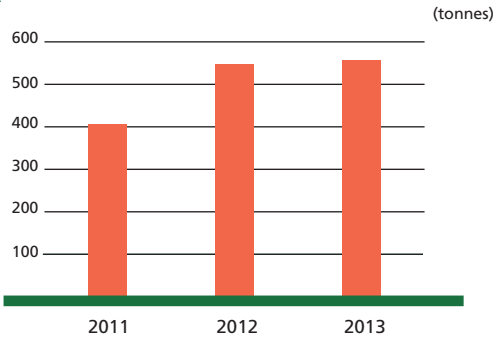
**Local qualified vendors by relationship duration - 2013**

Relationship <1 year	(No.)	160
Relationship from 1 to 5 years	(No.)	370
Relationship >5 years	(No.)	424
Total Local Vendors qualified in Saipem Vendor database	(No.)	953

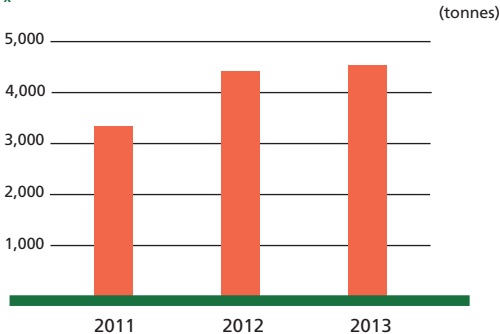
**GHG emissions**



**SO<sub>2</sub> emissions**



**NO<sub>x</sub> emissions**



an essential part of its operations and the Group is therefore committed to maintaining and improving a mutual, long-term, fair and trustworthy relationship with local enterprises, and is always keen to encourage new local suppliers and dealers to register and qualify for inclusion in its Vendor Database System. Vendors are assessed in terms of their economic, financial, technical and organisational capabilities and their compliance with the standards set by the ILO's Fundamental Conventions, and HSE requirements.

**ENVIRONMENTAL PERFORMANCE**

The Environmental Management System, which is integrated with the HSE Management System, is based on Saipem internal standards, ISO 14001, local regulations, as well as client specific requirements. The system is principally aimed at pollution prevention and minimisation and mitigation of impacts associated with operations.

**Internal Air Quality Assessment - Rabigh Project**

The project site is very close to an existing petrochemical plant. Considering the number of workers working on site on a daily basis and the site location, the air quality is considered as a major concern for Saipem employees and a monitoring system has therefore been installed to measure the potential exposure of workers to hydrocarbons. The monitoring system consists of ambient air monitoring and personnel monitoring and includes both



Perro Negro 7

outdoor and indoor measurements according to OSHA, NIOSH and ACGIH standards.

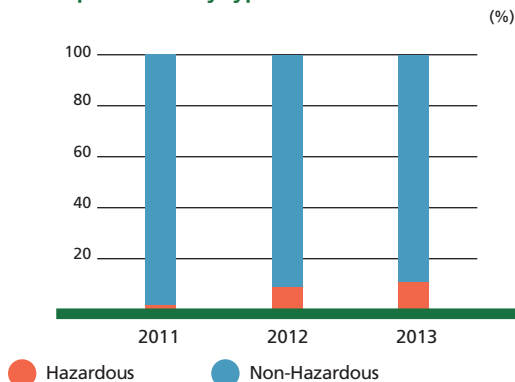
### Recycling Programme

A Recycling Programme has been implemented at Saudi Arabian Saipem, Dhahran Base, where the segregation of recyclable materials, including cardboard and office paper, plastics and aluminium cans is underway. Once segregated, the waste is collected separately by a recycling company. A system is also in place to monitor the recycling indicators, in order to measure the value of waste segregation and recycling, including its indirect benefit for the environment.

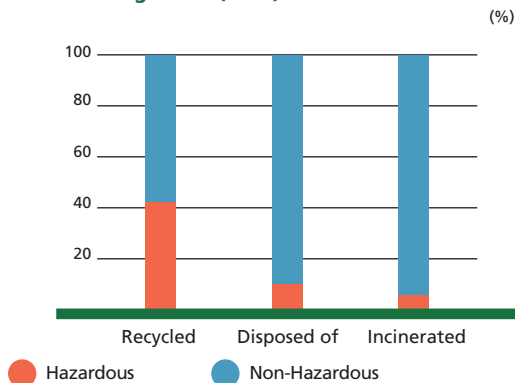
### The Waste Water Treatment Plant

In addition to the working areas, the Dammam Base also includes

### Waste production by type



### Waste management (2013)



## Energy consumption

		2011	2012	2013
Diesel	(tonnes)	54,765	77,035	82,172
Gasoline	(tonnes)	1,761	2,450	1,553
Diesel Marine Oil	(tonnes)	3,988	4,669	3,662
Electricity	(kWh)	580,211	360,795	4,633,166
Natural Gas	(Nm <sup>3</sup> )	845	-	-

## Energy use

		2011	2012	2013
Electric Power Generator	(toe)	47,648	56,374	56,850
Internal Combustion Engine	(toe)	14,164	29,500	33,306
Total	(toe)	61,812	85,874	90,156

**Water**

		2011	2012	2013
Water discharged	(m <sup>3</sup> )	n.a.	717,877	756,819

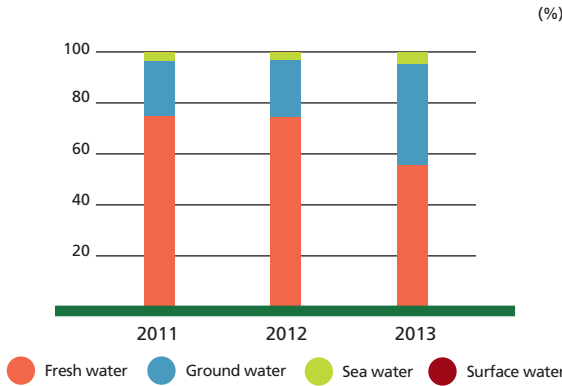
an accommodation camp. The accommodation area is 45,000 m<sup>2</sup>, can accommodate 900 people and includes two mess halls. Water at the base is supplied by a Water Treatment Plant, which is designed to treat high TDS (totally dissolved solids) ground

water pumped from an internal water well, which is unsuitable for drinking, and to produce low TDS water that is fit for consumption. The treatment plant includes two reverse osmosis (RO) units, both of which are capable of treating 10 m<sup>3</sup>/h (each) of process water. The RO units were supplied as a factory assembled package and comprise a sand filter, a 5-micron cartridge filter, high pressure booster pump permeators, instruments and a control panel, all wired and piped. Water is drawn from a raw water storage tank by a raw water feed pump installed on the water well. Water passes through the sand media filter, which removes most of the fine particles from the feed water.

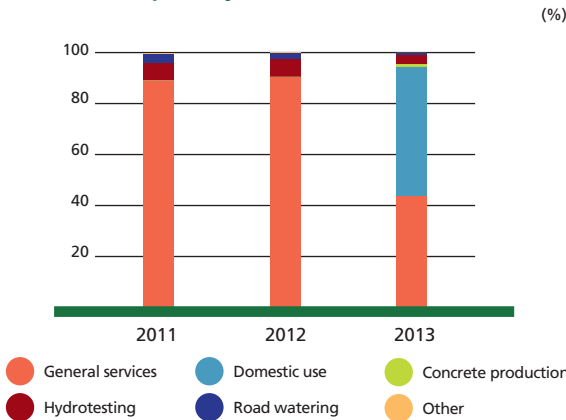
After chemical conditioning, the water passes through a 5-micron cartridge filter where all the remaining smallest particles are removed. After the cartridge filter, water pressure is boosted by a high-pressure pump and delivered to the permeators. In the permeators, the flow is divided into two streams, termed the reject and the product. The permeators are arranged in a two-stage configuration to maximise water recovery (conversion) i.e. the reject from the first stage is piped to the inlet of the second stage so that only the reject from the second stage is wasted. About 70% conversion is achieved.

The reject is discharged to a collection tank. The product is delivered directly from the permeators to the product water storage tank. Soda ash is dosed into the product line to adjust the pH. Post chlorination treatment is applied to the product line for further disinfection and to comply with water health organisation specifications.

**Water consumption by source**



**Water consumption by use**



Spills		2011	2012	2013
Oil spills	(No.)	1	0	1
Volume oil spills	(m <sup>3</sup> )	n.a.	0	0.4
Chemical spills	(No.)	0	0	2
Volume chemical spills	(m <sup>3</sup> )	0	0	1.1





## ACRONYMS

**ACGIH**

American Conference of Governmental Industrial Hygienists

**EPC**

Engineering, Procurement and Construction

**EPCI**

Engineering, Procurement, Construction and Installation

**E&C**

Engineering and Construction

**FEED**

Front End Engineering Design

**GDP**

Gross Domestic Product

**HSE**

Health, Safety and Environment

**ILO**

International Labour Organisation

**LTIFR**

Lost Time Injury Frequency Rate

**NIOSH**

National Institute for Occupational Safety and Health

**OSHA**

Occupational Safety and Health Administration

**SAR**

Saudi Riyal

**SELCE**

Saipem Externalities Local Content Evaluation

**SHOC**

Safety Hazard Observation Card

**T&I**

Transportation and Installation

**TRIFR**

Total Recordable Incidents Frequency Rate

**USD**

United States Dollar

**WTO**

World Trade Organisation

Headquarters: San Donato Milanese (Milan), Italy  
Via Martiri di Cefalonia, 67  
Branches:  
Cortemaggiore (PC) - Via Enrico Mattei, 20



**SAIPEM** Società per Azioni

Capital stock: €441,410,900 fully paid

Tax identification number and Milan Companies' Register

No. 00825790157

#### Feedback

What you think of this Country Report matters to us.

As we are constantly striving to improve our reporting, we would very much welcome your feedback. We will also be pleased to answer any questions you may have.

Contact us at: [sustainability@saipem.com](mailto:sustainability@saipem.com)

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