

**2019**  
**SUSTAINABLE  
PERFORMANCE INDICATORS**

## INDICATOR SAFETY

	UNIT	2017	2018	2019
Worked man-hours	(mln)	281.9	272.5	235
- employees	(mln)		93.3	87.6
- subcontractors	(mln)		179.1	147.4
Fatal accidents	(No.)	3	4	3
- employees	(No.)	-	-	3
- subcontractors	(No.)	3	4	-
Fatal Accident Frequency Rate (FTLFR)	(ratio)	1.06	1.47	1.28
- employees	(ratio)		-	3.43
- subcontractors	(ratio)		2.23	-
Lost Time Injuries (LTI)	(No.)	40	36	51
- employees	(No.)		17	42
- subcontractors	(No.)		19	9
LTI Frequency Rate (LTIFR)	(ratio)	0.14	0.13	0.22
- employees	(ratio)		0.18	0.48
- subcontractors	(ratio)		0.11	0.06
High-consequence work-related injuries (excluding fatalities) (HCWR)	(No.)		1	9
- employees	(No.)		1	8
- subcontractors	(No.)		-	1
High-consequence work-related injuries (excluding fatalities) rate (HCWRFR)	(ratio)		0.004	0.038
- employees	(ratio)		0.011	0.091
- subcontractors	(ratio)		-	0.007
Total Recordable Incidents (TRI)	(No.)	144	120	127
- employees	(No.)		57	83
- subcontractors	(No.)		63	44
TRI Frequency Rate (TRIFR)	(ratio)	0.51	0.44	0.54
- employees	(ratio)		0.61	0.95
- subcontractors	(ratio)		0.35	0.30
Lost workdays	(No.)	1,857	1,280	4,363
- employees	(No.)		572	3,804
- subcontractors	(No.)		708	559
Severity rate	(ratio)	0.01	0.005	0.019
- employees	(ratio)		0.006	0.043
- subcontractors	(ratio)		0.004	0.004
Employee absent rate	(%)	4.1	4.0	3.1

## ENVIRONMENT | ENERGY

Total energy consumption	(ktoe)	440.6	453.5	468.9
Total energy consumption	(TJ)	17,888	18,450	19,147
Direct energy consumption by type:	(ktoe)	419.3	432.9	450.4
- Diesel	(ktoe)	246.6	230.5	237.4
- Diesel Marine Oil	(ktoe)	141.8	173.2	161.9
- Heavy Fuel Oil (HFO)	(ktoe)	1.0	-	23.0

INDICATOR	UNIT	2017	2018	2019
<b>ENVIRONMENT   ENERGY</b>				
- Intermediate Fuel Oil (IFO)	(ktoe)	12.8	7.2	7.7
- Light Fuel Oil (LFO)	(ktoe)	4.5	12.3	13.1
- Natural gas	(ktoe)	1.1	0.6	0.5
- Gasoline	(ktoe)	11.5	9.2	6.9
Total electricity purchased from public network	(MWh)	92,310	88,996	80,171
Self-produced electricity from renewable sources	(MWh)	352.4	297.6	368.3
Energy saving due to energy consumption reduction initiatives	(MWh)	49,857	17,500	62,179
Energy intensity ratio	(toe/€ mln revenue)	49.0	53.2	51.5

## ENVIRONMENT | EMISSIONS

GHG scope 1 emissions	(kt CO <sub>2</sub> eq)	1,299.7	1,348.8	1,405.8
GHG scope 2 emissions	(kt CO <sub>2</sub> eq)	37.5	35.7	31.6
GHG scope 2 emissions market based	(kt CO <sub>2</sub> eq)		38.2	33.8
GHG scope 3 emissions	(kt CO <sub>2</sub> eq)		58.2	989,221.1
Direct CO <sub>2</sub> emissions	(kt)	1,298.0	1,344.4	1,401.2
Direct CH <sub>4</sub> emissions	(kt CO <sub>2</sub> eq)	1.6	1.5	1.6
Direct N <sub>2</sub> O emissions	(kt CO <sub>2</sub> eq)		2.9	3.0
Significant emissions into the atmosphere by type:				
- SO <sub>2</sub>	(kt)	4.6	5.0	6.5
- NO <sub>x</sub>	(kt)	22.6	15.9	16.5
- CO	(kt)	14.5	9.4	7.9
- PM <sub>10</sub>	(kt)	0.5	0.6	0.6
- NMVOC	(kt)	0.9	1.1	1.1
Significant emission reduction by type:				
- SO <sub>2</sub>	(t)	52.8	15.2	111.3
- NO <sub>x</sub>	(t)	194.9	50.1	257.8
- CO	(t)	51.6	6.9	33.0
- PM <sub>10</sub>	(t)	3.0	1.6	8.4
- NMVOC	(t)	5.1	2.7	7.8
Emission intensity ratio	(t CO <sub>2</sub> eq/€ mln revenue)	144.4	162.4	158.0
Annual emission reduction	(kt CO <sub>2</sub> eq)			18.8
CO <sub>2</sub> saving due to energy efficiency initiatives	(t)	2,898	5,242	7,887

## ENVIRONMENT | WATER

Water withdrawal	(10 <sup>3</sup> m <sup>3</sup> )	7,690.4	6,850.8	6,807.5
Water withdrawal by source:				
- fresh water from public network/third party	(10 <sup>3</sup> m <sup>3</sup> )	1,375.1	1,037.1	1,284.4
- ground water	(10 <sup>3</sup> m <sup>3</sup> )	5,441.2	4,532.6	3,829.4
- surface water	(10 <sup>3</sup> m <sup>3</sup> )	188.3	266.1	119.4
- sea water	(10 <sup>3</sup> m <sup>3</sup> )	685.8	1,014.9	1,574.5
Water withdrawal by type of use:				
- concrete production	(10 <sup>3</sup> m <sup>3</sup> )	40.2	17.1	55.2
- general service	(10 <sup>3</sup> m <sup>3</sup> )	2,652.4	2,492.8	2,253.7

INDICATOR	UNIT	2017	2018	2019
<b>ENVIRONMENT   WATER</b>				
- hydrotesting	(10 <sup>3</sup> m <sup>3</sup> )	313.9	246.2	81.4
- domestic use	(10 <sup>3</sup> m <sup>3</sup> )	1,637.6	2,014.3	2,757.5
- irrigation	(10 <sup>3</sup> m <sup>3</sup> )	8.6	5.0	18.2
- roads watering	(10 <sup>3</sup> m <sup>3</sup> )	133.7	70.8	221.6
- other	(10 <sup>3</sup> m <sup>3</sup> )	2,904.0	2,004.4	1,420.0
Water withdrawal in water stressed areas	(%)	37	33	38
Volume of recycled and reused water	(10 <sup>3</sup> m <sup>3</sup> )	1,179.8	1,641.0	1,657.1
Percentage of recycled and reused water	(%)	15	24	24
Discharged water	(10 <sup>3</sup> m <sup>3</sup> )	5,657.0	4,232.9	3,468.9
Total discharged water by destination:				
- into sewer system	(10 <sup>3</sup> m <sup>3</sup> )	642.8	380.4	185.5
- into bodies of surface water	(10 <sup>3</sup> m <sup>3</sup> )	3,605.4	2,388.6	1,592.3
- into the sea	(10 <sup>3</sup> m <sup>3</sup> )	515.4	729.3	1,115.2
- to other destinations	(10 <sup>3</sup> m <sup>3</sup> )	893.4	734.7	575.8

## ENVIRONMENT | WASTE

Total waste produced	(kt)	431.3	381.5	953.0
Waste by type:				
- hazardous	(kt)	70.4	109.9	252.7
- non-hazardous	(kt)	360.9	271.6	700.3
Waste by type and destination:				
- hazardous waste disposed of in landfill sites	(kt)	61.2	102.2	238.5
- hazardous waste incinerated	(kt)	2.3	4.2	3.1
- hazardous waste recycled	(kt)	6.9	3.5	11.1
- non-hazardous waste disposed of in landfill sites	(kt)	172.4	188.3	638.2
- non-hazardous waste incinerated	(kt)	3.6	2.7	2.2
- non-hazardous waste recycled	(kt)	185.0	80.6	59.9
Waste recycled	(%)	44	22	7

## ENVIRONMENT | SPILLS

Number of spills	(No.)	26	18	54
Spill volumes	(m <sup>3</sup> )	6.21	7.22	10.41
Number of spills by type:				
- oil spills	(No.)	18	13	43
- chemical spills	(No.)	8	5	11
Spill volumes by type:				
- oil spills	(m <sup>3</sup> )	2.63	6.46	3.61
- chemical spills	(m <sup>3</sup> )	3.58	0.77	6.80
Number of spills by size:				
- over 500 litres	(No.)	3	2	1
- between 160 and 500 litres	(No.)	2	6	1
- between 10 and 160 litres	(No.)	21	10	36

## INDICATOR ENVIRONMENT | SPILLS

	UNIT	2017	2018	2019
Spills by destination:				
- into water streams	(No.)	-	-	1
- into swamps or lakes	(No.)	-	-	-
- into the sea	(No.)	5	2	14
- on land	(No.)	21	16	39
Spill drills	(No.)	314	496	629

## HEALTH

Occupational diseases	(No.)	5	7	6
Occupational disease rate	(ratio)	0.05	0.08	0.07
Medical fitness examinations	(No.)	31,835	28,690	32,092
Medical consultations	(No.)	153,351	144,509	117,467

## HSE MANAGEMENT SYSTEM

Evidence of audits across all locations of operations	(No.)		181	233
Percentage of employees working in ISO 54001 certified companies/branches	(%)			100
Percentage of employees covered by recognised environmental management systems such as ISO 14001 or EMAS	(%)			100

## PEOPLE | EMPLOYMENT

Total employees at year's end	(No.)	35,918	34,129	36,986
Employee categories:				
- Blue Collars	(No.)	14,688	12,924	12,594
- White Collars	(No.)	16,642	16,633	19,546
- Managers	(No.)	4,190	4,187	4,446
- Senior Managers	(No.)	398	385	400

### Type of contract

Full-time employees by gender:				
- male	(No.)	35,686	33,906	36,184
- female	(No.)	3,216	3,476	3,730
Part-time employees by gender:				
- male	(No.)	232	223	172
- female	(No.)	58	55	28
- female	(No.)	174	168	144
Employees recruited through employment agencies	(No.)	5,829	7,380	5,564
Employees with a stable work contract by gender:				
- male	(No.)	14,177	14,123	
- female	(No.)	13,000	12,934	
- female	(No.)	1,177	1,189	

### Turnover

Voluntary turnover of employees with a stable work contract	(%)	6.6	7.3	
Total turnover	(%)	35	30.7	26
- male	(%)		32.1	26.9
- female	(%)		18.9	18.8
Open positions filled with internal candidates	(%)	23	29	39

INDICATOR	UNIT	2017	2018	2019
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**PEOPLE | DIVERSITY AND EQUAL OPPORTUNITIES**

**Gender diversity**

Women employed, by category:	(No.)	3,790	3,644	3,874
- Blue Collars	(No.)	95	85	108
- White Collars	(No.)	3,060	2,893	3,051
- Managers	(No.)	612	643	689
- Senior Managers	(No.)	23	23	26
Women on the Saipem SpA Board of Directors	(No.)	3	3	4
Women employed, by geographical area:				
- Americas	(No.)	348	350	357
- CIS	(No.)	461	420	375
- Europe	(No.)	2,101	1,998	2,085
- Middle East	(No.)	120	154	227
- Africa	(No.)	345	342	379
- Far East and Oceania	(No.)	415	380	451
Age ranges:				
- employees under 30	(No.)	4,330	3,740	4,757
•of which women	(No.)	494	439	657
- employees between 30 and 50	(No.)	25,673	24,298	26,762
•of which women	(No.)	2,744	2,646	2,710
- employees over 50	(No.)	5,915	6,094	5,467
•of which women	(No.)	552	559	507
Average age of the workforce (in years)	(No.)	39.3	39.9	40.2
Total number of employees with disability (FTE)	(No.)			172

**Multiculturalism**

Number of nationalities represented in the employee population	(No.)	115	123	127
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**PEOPLE | PAY GAP**

Gender pay-gap (women vs. men):				
- Blue Collars	(%)	112	237	196
- White Collars	(%)	91	86	88
- Managers	(%)	85	86	86
- Senior Managers	(%)	81	82	81

**PEOPLE | PARENTAL LEAVE**

Employees who took parental leave, of which:	(No.)	695	947	623
- women	(No.)	239	510	338
- men	(No.)	456	437	285
Return to work rate after parental leave:				
- women	(%)	56	64	75
- men	(%)	99.6	91	103

INDICATOR	UNIT	2017	2018	2019
<b>PEOPLE   SKILL DEVELOPMENT</b>				
<b>Training</b>				
Total hours of training, of which:	(No.)	1,930,709	2,086,681	2,407,786
- HSE	(No.)	1,699,674	1,867,401	2,199,115
- managerial potential and skills	(No.)	15,090	27,934	49,698
- professional technical skills	(No.)	215,945	191,347	158,973
Average training man-hours by employee	(No.)	21.9	24.1	26.4
HSE training hours delivered to employees	(No.)	556,682	604,130	767,108
HSE training hours delivered to subcontractors	(No.)	1,142,992	1,262,965	1,432,007
Employees trained in HSE	(No.)			385,833
Employees having received training over the year	(%)	48	81	81
Annual total cost of training	(mln €)	6.2	5.4	12.9
Average training hours per employee in HSE	(No.)	15.5	17.7	20.7
Average training hours per employee on technical and managerial topics (non HSE)	(No.)	6.4	6.4	6.3
<b>Skills assessment</b>				
Skills assessment	(No.)	7,173		4,146
<b>Performance evaluation</b>				
Total employee performance evaluations, of which:	(No.)	9,844	13,551	19,111
- Senior Managers	(No.)	359	371	372
- Managers	(No.)	2,918	2,450	3,006
- White Collars	(No.)	5,781	7,196	10,403
- Blue Collars	(No.)	786	3,533	5,330
Total employee performance evaluations	(%)	50	40	52
<b>PEOPLE   INDUSTRIAL RELATIONS</b>				
Percentage of the total workforce represented in formal joint management-worker health and safety committees	(%)	32	24	20
Employees covered by collective bargaining	(%)	49	45	42
Strike hours	(No.)	1,143	23,699	15,561
<b>BUSINESS   SUPPLY CHAIN</b>				
Number of vendors	(No.)	26,345	23,845	23,871
Number of vendors qualified in the year	(No.)	6,918	7,026	7,721
Vendors qualified in the year operating in high risk countries for human and labour rights	(%)	59	40	35
New vendors assessed on human and labour rights	(No.)	94	174	182
Vendors qualified in the year for activities considered at HSE risk	(%)	4	7	7
Vendors assessed on HSE aspects	(No.)	278	466	574
Total vendors assessed on human and labour rights	(%)		12	13

INDICATOR	UNIT	2017	2018	2019
<b>BUSINESS   SUPPLY CHAIN</b>				
Qualification audits, of which:	(No.)	62	28	27
- on human and labour rights/HSE	(No.)	17	10	8
Total goods and services ordered	(bln €)	6.42	6.99	7.65
Percentage of goods and services ordered locally	(%)	64	62	73
Goods and services ordered by criticality level:				
- critical	(bln €)	4.47	5.09	4.86
- not critical	(bln €)	1.90	1.85	2.73
- other	(bln €)	0.05	0.41	0.67
Number of Frame Agreements	(No.)	5,643	5,401	5,624
Vendors qualified for more than 10 years	(%)	18	21	23
Vendor feedback released	(No.)	658	1,126	881
Percentage of positive feedback on vendor	(%)	64	85	81
Employees trained in human and labour rights and the supply chain	(No.)	115	237	304

### BUSINESS | SECURITY

Percentage of contracts with Security providers which include human rights clauses	(%)		100	100
Security personnel trained in human rights policy and procedures	(%)		25	-
Security risk assessment in commercial phase	(%)		94	100

### BUSINESS | ANTICORRUPTION

Employees trained in compliance, governance, ethics and anticorruption issues	(No.)	1,962	4,318	3,769
Training hours in compliance, governance, ethics and anticorruption issues	(No.)	6,201	10,597	9,972
Percentage of subsidiaries that implemented training in compliance, governance, ethics and anticorruption	(%)	79		35
Percentage of JVs that implemented training in compliance, governance, ethics and anticorruption	(%)	100		-
Number of staff disciplined or dismissed for ethical reasons	(No.)		-	-

### BUSINESS | GRIEVANCE MECHANISM

Total files, of which:	(No.)	118	120	146
- founded or partially founded	(No.)	24	26	27
- unfounded	(No.)	92	84	73
- open	(No.)	2	10	46
Total files on cases of discrimination, of which:	(No.)	12	13	9
- founded or partially founded	(No.)	4	3	1
- unfounded	(No.)	8	10	3
- open	(No.)	-	-	5
Total files on workers' rights, of which:	(No.)	26	49	56
- founded or partially founded	(No.)	3	9	8
- unfounded	(No.)	21	31	26
- open	(No.)	2	9	22



INDICATOR	UNIT	2017	2018	2019
<b>BUSINESS   GRIEVANCE MECHANISM</b>				
Total files on violations of the rights of local communities, of which:	(No.)	3	2	1
- founded or partially founded	(No.)	-	-	-
- unfounded	(No.)	3	2	1
- open	(No.)	-	-	-

### BUSINESS | INNOVATION

Patents in force	(No.)	2,350	2,442	2,726
New patents filed in the year:	(No.)	30	29	108
- of which filed for energy decarbonisation technologies	(No.)		6	95
People involved in R&D activities (FTE)	(No.)	147	161	163
Signed cooperation/license agreements:	(No.)		17	17
- of which for energy decarbonisation projects	(No.)		3	9
Research & Development expenditure	(mln €)	31	32	38
Amount spent on decarbonisation R&D and technology application	(mln €)		3.1	7.5
Overall innovation spending	(mln €)		67	79

### BUSINESS | OTHER

Memberships of associations	(No.)	89	92	92
Membership fees paid	(mln €)	0.993	1.273	1.046
Total value of political contributions	(€)	-	-	-
Provisions for fines and settlements specified for ESG issues in audited accounts	(€)		-	-
Revenues	(mln €)	8,999	8,526	9,099
Operating result (EBIT)	(mln €)	126	37	456
Gross operating profit (EBITDA)	(mln €)	862	848	1,146

### LOCAL VALUE CONTRIBUTION | LOCAL PRESENCE

Countries in which local development projects are implemented	(No.)	11	10	11
Expenses for local development projects	(mln €)	1.3	0.8	0.8

### LOCAL VALUE CONTRIBUTION | DIRECT ECONOMIC VALUE GENERATED AND DISTRIBUTED

Direct economic value generated	(mln €)		8,495	9,099
Economic value distributed	(mln €)		8,094	8,683
Economic value retained	(mln €)		(410)	97

### LOCAL VALUE CONTRIBUTION | CURRENT TAXES

Americas	(mln €)	5	5	11
Africa	(mln €)	53	94	40
CIS	(mln €)	6	48	56
Far East and Oceania	(mln €)	19	3	6
Europe	(mln €)	119	40	60
Middle East	(mln €)	75	4	21

INDICATOR	UNIT	2017	2018	2019
<b>LOCAL VALUE CONTRIBUTION   LOCAL EMPLOYMENT</b>				
Local employees by category:	(%)	76	73	74
- Blue Collars	(%)	74	68	68
- White Collars	(%)	78	76	78
- Managers <sup>(a)</sup>	(%)	48	47	46
- Senior Managers <sup>(a)</sup>	(%)	14	13	22

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

### LOCAL VALUE CONTRIBUTION | TOTAL GOODS AND SERVICES ORDERED

Americas	(mln €)	331	428	134
Africa	(mln €)	738	636	127
CIS	(mln €)	1,367	510	554
Far East and Oceania	(mln €)	1,268	976	830
Europe	(mln €)	2,264	2,656	1,093
Middle East	(mln €)	454	1,785	1,850

### LOCAL VALUE CONTRIBUTION | EMPLOYEES

Americas	(No.)	1,849	2,477	2,226
Africa	(No.)	6,258	5,797	6,144
CIS	(No.)	2,743	2,110	3,957
Far East and Oceania	(No.)	3,313	3,034	3,496
Europe	(No.)	10,283	10,066	10,512
Middle East	(No.)	11,472	10,645	10,651

### LOCAL VALUE CONTRIBUTION | TRAINING MAN-HOURS

America	(No.)	67,787	60,046	73,301
Africa	(No.)	119,448	429,011	32,082
CIS	(No.)	360,088	52,131	97,905
Far East and Oceania	(No.)	49,715	97,621	30,619
Europe	(No.)	130,063	125,386	308,029
Middle East	(No.)	60,658	59,216	273,932

Information on audit and non-audit fees can be found on page 349 of the Relazione finanziaria annuale 2019 ([click here](#)) 6