

The information presented in this report is based on data obtained from different parts of the group and we strive to give correct and complete information. Nevertheless, some information will be based on estimates.

Demographics	2020	2019	2018	2017
Offices	229	241	255	262
Countries	62	62	67	69
Total employees	15 452	15 065	14 586	14 628
Land based employees	4 813	4 835	5 252	5 168
Seafarers	10 639	10 230	9 334	9 460
Turnover rate onshore	11,25%	12,71%	14,93%	13,50%
Diversity				
Nationalities onshore - number in group - top 3 are Norwegian, Indian and Malaysian	84	89	88	82
Nationalities onshore - % of senior management from local communities	71%	61%	73%	83%
Females - % onshore	35%	35%	33%	36%
Females - % seafarers	1%	1%	1%	1%
Females - % senior management ¹	25%	25%	23%	17%
Females - % in group leadership program ²	27%	28%	36%	38%
Employee engagement				
Performance appraisal completion rate	92%	95%	91%	87%
Engagement survey score	76	73	72	72
Engagement survey completion rate	88%	88%	89%	92%
Training and campaigns				
Average training hours recorded onshore	8	8	38	8
Business standards completion rate onshore	84%	31%	96%	70%
Business standards - seafarers completion rate	92%	64%	96%	97%
Cyber security awareness completion rate	95%	70%	n/a	n/a
Health and safety	2020	2019	2018	2017
Onshore (exposure 8 hours a day, 5 days a week)				
Exposure hours - onshore	9 222 182	9 094 979	10 064 843	8 415 041
Lost time injury frequency rate	0,13	0,18	0,20	0,20
Total recordable case frequency rate	0,30	0,33	0,52	0,34
Safety observations	9 450	5 414	3 597	224
Sickness absense	2,01%	1,68%	2,23%	1,56%
Seafarers (exposure 24 hours a day, 7 days a week)				
Exposure hours - seafarers	35 570 856	29 683 152	30 437 640	30 368 184
Lost time injury frequency rate	0,28	0,32	0,28	0,49
Total recordable case frequency rate	1,4	1,46	1,4	2,27
Safety observations	10 969	9 782	9 126	8 064
Sickness absence	0,01%	n/a	n/a	n/a
Governance	2020	2019	2018	2017
Whistle blowing channel - cases received	25	19	24	16
GDPR enquiries and incidents recorded by data protection officer	30	67	n/a	n/a
Cyber security maturity score	2,8	2,1	n/a	na
Suppliers				
Number of suppliers - approximate	10 000	10 000	10 000	10 000
Number of suppliers screened with sustainability criteria	908	634	637	n/a
Number of supplier audits including sustainability criteria	22	42	n/a	n/a

Footnotes:

1. Senior management defined as the top two levels in each company included in the scope of this report.

2. A new leadership development approach was launched in 2020, initially including the top 160 leaders in the group.