

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.

	2019	2018	2017
<b>Demographics</b>			
Offices	241	255	262
Countries	62	67	69
Total employees	15 065	14 586	14 628
Land based employees	4 835	5252	5168
Seafarers	10 230	9334	9460
Turnover rate onshore	12,71%	14,93%	13,50%
<b>Diversity</b>			
Nationalities onshore - number in group - top 3 are Norwegian, Indian and Malaysian	89	88	82
Nationalities onshore - % of senior management from local communities	61%	73%	83%
Nationalities onshore - number in group leadership potential program	9	9	11
Females - % onshore	35%	33%	36%
Females - % seafarers	1%	1%	1%
Females - % senior management†	25%	23%	17%
Females - % in group leadership potential program	28%	36%	38%
<b>Employee engagement</b>			
Performance appraisal completion rate	95%	91%	87%
Engagement survey score	73	72	72
Engagement survey completion rate	88%	89%	92%
<b>Training and campaigns</b>			
Average training hours recorded onshore	8	38	8
Business standards completion rate <sup>2</sup>	31%	96%	70%
Business standards - seafarers completion rate <sup>3</sup>	64%	96%	97%
Cyber security awareness completion rate	70%	n/a	n/a
<b>Health and safety</b>			
<b>Onshore (exposure 8 hours a day, 5 days a week)</b>			
Exposure hours - onshore	9 094 979	10 064 843	8 415 041
Lost time injury frequency rate (target 0.50)	0,18	0,20	0,20
Total recordable case frequency rate (target 1.50)	0,33	0,52	0,34
Safety observations <sup>4</sup>	5414	3597	224
Sickness absense	1,68	2,23	1,56
<b>Seafarers (exposure 24 hours a day, 7 days a week)</b>			
Exposure hours - seafarers	29 683 152	30 437 640	30 368 184
Lost time injury frequency rate (target 0.50)	0,32	0,28	0,49
Total recordable case frequency rate (target 2.60)	1,46	1,4	2,27
Safety observations	9782	9126	8064
<b>Governance</b>			
Whistle blowing channel - cases received	19	24	16
GDPR enquiries and incidents recorded by data protection officer	67	n/a	n/a
<b>Suppliers</b>			
Number of suppliers - approximate	10 000	10 000	10 000
Number of suppliers screened with sustainability criteria	634	637	n/a
Number of supplier audits including sustainability criteria	42	n/a	n/a

**Footnotes:**

- Senior management defined as the top two levels in each company included in the scope of this report.
- New business standards in 2 phases: Q2 for WSM 96% completion; and Q4 for WSS and NorSea Group. Majority of employees have received the course in December 2019 and are expected to complete within February 2020.
- Seafarers are allowed to do the full completion of the course over time. Partial completion rate at year end was 88%. 98% of the vessels have been provided with the training material and are followed up for 100% completion.
- Increase in safety observations mainly due to introduction of electronic recording of the Take5 safety assessment outcomes (previously manual)