



2023 ANNUAL REPORT

BM
OFFSHORE



3 GOVERNANCE

3.7 OPERATIONAL GOVERNANCE

Operational Governance of the Company is managed through:

- GEMS, as introduced in section 3.7.1.
- GTS, as introduced in section 3.7.2.

A detailed certification and classification table is provided in section 5.5, mapping compliance of SBM Offshore entities and sites with international certification standards and codes.

Note: for complementary details on SBM Offshore's approach to Operational Excellence, refer also to section 2.1.4.

3.7.1 GLOBAL ENTERPRISE MANAGEMENT SYSTEM

The Management System is one of the key enablers for the Company to perform its business activities in a consistent, reliable and sustainable manner, meeting client expectations, adapting to new challenges and continuously improving ways of working.

The Management System of SBM Offshore is called the Global Enterprise Management System (GEMS) and is based on several international standards and other good

practices. GEMS is the core of a broader ecosystem, including software solutions (e.g. LUCY, SBM Offshore's Human Capital Management System) and other elements such as SharePoint microsites and Group Technical Standards (GTS) as introduced in section 3.7.2. The Group's Vision, Values (section 1.3.1) and Policies are embedded in GEMS to support the correct governance of SBM Offshore's organization and business activities. These form the foundation processes that are consistently applied throughout all offices and fleet operations (in-country offices and vessels).

GEMS is structured around three main process domains: executive processes, core processes and support processes. The core processes have been modelled to show where the company generates value from its activities. GEMS is represented as shown in the illustration. GEMS gives clear and formal ownership of end-to-end processes and clear identification of key controls. It provides a cohesive framework for quality and regulatory compliance, health and safety, security of personnel and assets, protection of the environment, as well as risk and opportunity management throughout the product lifecycle, ensuring the Company's sustainability. GEMS can be accessed in its entirety via the Company's intranet which ensures easy access to all employees.

GEMS

EXECUTIVE PROCESSES

MANAGE GROUP STRATEGY

MANAGE STRATEGIC ALLIANCES

MANAGE SUPPLIERS & STRATEGIC SOURCING

ENSURE SUSTAINABILITY

MANAGE LEGAL & COMPLIANCE

MANAGE ENTERPRISE RISK

MANAGE HSSE, QRM & OPERATIONAL EXCELLENCE

MANAGE TECHNOLOGY & INNOVATION

MANAGE CLIENT & OPPORTUNITY

MANAGE GROUP PRODUCT STANDARD

CORE PROCESSES

TENDER TO CASH

SERVICE TO CASH

PROCURE TO PAY

FORECAST TO CONTROL

RECORD TO REPORT

INVEST TO DIVEST

CONCEPT TO NEW PRODUCT AND SERVICES

HIRE TO RELEASE

SUPPORT PROCESSES & SERVICES

MANAGE DATA & INFORMATION SYSTEM

MANAGE INFORMATION TECHNOLOGY

MANAGE COMMUNICATION

MANAGE DOCUMENTATION