



Inclusion, Diversity & Equity (IDE) Policy

December 2024



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Contents

1.Introduction	1
2.Instructional	1
Definitions	1
Reporting suspected violations of the Code	2
Guarantees in the Handling of Speak Up Reports	2
3. Policy element	3
SBM Offshore	3
Management Board	3
Senior Leaders & Line Managers	3
SBMers	4
Third parties	4

1. Introduction

SBM Offshore aims to unlock the potential of our oceans by empowering our people. We foster a culture of respect, integrity, and continuous improvement, promoting collaboration across diverse perspectives to drive innovation and excellence. By ensuring psychological safety, we create an environment where colleagues can be themselves, share experiences, and thrive.

We value diversity in all forms, including gender, age, disability, ethnicity, sexual orientation, religion, education, and national origin. We have zero tolerance for discrimination, harassment, or inappropriate conduct, which forms the foundation of our Inclusion and Diversity approach.

2. Policy element

2.1. SBM Offshore

SBM Offshore commits to the ongoing development of a professional environment built on the premise of equity and inclusiveness. As a Company, we:

- Recognize Inclusion, Diversity & Equity as critical to the growth and the future of the business.
- Develop leaders who value diversity, foster inclusion, and leverage team strengths.
- Embrace diverse experiences, knowledge, and expertise while offering opportunities for development.
- Support and invest in the development of Inclusion, Diversity & Equity actions that create a supportive environment and improve the sense of belonging.



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- Ensure fair treatment in SBM Offshore's Code of Conduct ("the Code"), Speak Up Policy, Human Rights Standards, and HR processes, including unbiased recruitment, compensation, and competency-based development.

In conducting its business activities, SBM Offshore:

- Treats people equitably and with dignity to nurture safe, caring environments.
- Embeds Inclusion, Diversity & Equity as a base of sustainable development, building long-term relationships and promoting the communities in which we operate, by engaging in discussions about perceptions, identifying barriers, and prioritizing solutions.
- Provides opportunities to develop Inclusion, Diversity & Equity skills and competences.
- Ensures access for all SBMers to the appropriate channels to speak up if inappropriate conduct or behavior is exhibited.

2.2. Management Board

The Management Board is responsible for active executive sponsorship of Inclusion and Diversity at SBM Offshore. To demonstrate their commitment, they:

- Provide resources and support for IDE initiatives.
- Advocate for and abide by the policy in day-to-day activities.
- Hold the organization accountable to the standards of the policy.

2.3. Senior Leaders & Line Managers

At SBM Offshore, leaders and managers must visibly demonstrate inclusive behaviors and lead fairly. These experienced leaders are expected to:

- Value diversity, fostering inclusion and an environment that is psychologically safe and nurtures collaboration and innovation.
- Lead by example, demonstrating inclusive behavior and an open mindset, encouraging employees to speak up without fear of retaliation.
- Identify and address their own biases and encourage others to do the same.
- Further learning opportunities within the teams and provide equitable opportunities for contribution and growth.
- Recognize talent based on ability, performance, and business impact.
- Commit to fair and unbiased recruitment, promotion, succession, and development processes.



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2.4. SBMers

We are committed to protecting every SBMer, in our day-to-day activities we help create a safe, inclusive environment. Shared ownership requires that we:

- Be curious, open-minded and actively seek diverse points of view in our work to drive innovation and ensure a truly inclusive environment.
- Promote safe collaborative spaces and open and honest communication by encouraging colleagues to share their ideas, concerns, and feedback without fear of judgment or retaliation.
- Recognize and mitigate unconscious biases to ensure they do not influence decision-making processes.
- Report any behavior contrary to the Inclusion, Diversity & Equity Policy by speaking up when necessary.

2.5. Third parties

We expect our business partners and suppliers to uphold similar standards of inclusion and diversity, fostering respect, integrity, and equity in all aspects of their operations as part of our shared commitment to a sustainable and inclusive business environment.