Operating in more than 50 countries through its 28 operating subsidiaries, BOURBON offers a full range of safe and reliable marine services to the offshore oil industry. The Group is not only cultivating strong relationships with its customers, BOURBON also develops a responsible approach towards all stakeholders.

**SUMMARY**

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Aerial view of a BOURBON tugboat and a Surfer operating in the Ofon oil and gas field off the coast of Nigeria.
EDITORIAL

CHRISTIAN LEFEVRE,
CEO OF BOURBON

With revenues growing annually by 10.5%, BOURBON has continued to consolidate its position as a responsible player providing its Oil & Gas customers a global presence and increasingly improving operational performance. Our service quality, acknowledged by the most demanding customers, drives the Group to go even further, while maintaining its focus on operational excellence.

Performance excellence is built on three pillars:
• applying standards and systems at all levels of the company, onboard vessels, at our subsidiaries, on our bases and at our headquarters
• the competence of our teams and management, which is only equaled by their motivation and commitment
• the integrity of equipment, based on the design, standardization and maintenance of our vessels.

In terms of Corporate Social and Environmental Responsibility, our actions have been carried out especially by reporting (GRI* and Grenelle 2). The year 2013 also witnessed:
• the start of the Fuel Management project to reduce emissions through the better use of vessels, benefiting both our customers and the environment
• the implementation of the Compliance program providing clear and transparent rules for all teams and stakeholders
• attesting our local presence with 70% of our teams working in their home regions.

In 2014, with our goal of zero incidents, safety continues to be our top priority; i.e. zero bodily injuries for our passengers and employees and zero equipment incidents that put the safety of men, ships and operations at risk.

“My quality of service, acknowledged by the most demanding customers, drives the Group to go even further while always focusing on operational excellence.”

*Global Reporting Initiative
RESPONSIBILITIES: SCOPE AND CHALLENGES

Analysis of the social, economic and environmental impacts of BOURBON, its partners and service providers. Illustration of all the challenges the Group has identified, that will be addressed over time.

CONSTRUCTION/MAINTENANCE/ VESSELS END-OF-LIFE

Social challenges
> Safety of employees and service providers

Economic and social challenges
> Local purchases
> Taking ILO (International Labour Organization) conventions into account with subcontractors

Environmental challenges
> Environmental impact of supplies and their delivery (vessel equipment, fuel...)
> Waste management and reduction (particularly dangerous and polluting waste: batteries, etc.)

BOURBON is committed to these challenges for which direct measures have been established.

BOURBON has determined that the responsibility for these challenges lies with its partners and service providers.
### GOVERNANCE/GROUP

#### Social challenges
- Diversity and equality
- Equal opportunities
- Skills development and staff employability
- Uniting the teams around BOURBON’s values and corporate culture

#### Economic and social challenges
- Client satisfaction
- Identification and management of operational risks and ESG*
- Local content through local partnerships and sharing of added value
- Ethical business and trade practices
- Sustainable purchasing

#### Environmental challenges
- Reducing the Group’s environmental footprint (vessels, buildings...)
- Waste management and reduction

* Environmental, Social and corporate Governance.

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### MARITIME OPERATIONS AND EXPLOITATION

#### Social challenges
- Safety and security for people on board
- Strong rise in recruitment and staff integration
- Recruitment of local staff
- Qualification and training of crews suited to local requirements
- Equal treatment for all employees in the field
- Managing issues specific to the seafaring profession (isolation on board, balance between on/offshore life)

#### Economic and social challenges
- Compliance with country-specific regulations
- Personalization of customer satisfaction through a dedicated service
- Streamlining fleet and staff movements

#### Environmental challenges
- Reducing the fleet’s environmental impact (air pollution emissions, accidental releases during operation)
- Fuel consumption optimization
- Contributing to managing our customers’ operational risks (ocean pollution, spills...)
- Waste management and reduction
**2013, A TRANSFORMATION YEAR**

In March 2013, BOURBON announced its *Transforming for beyond* action plan in order to prepare its future development. 2013 was a pivotal year, which saw key initiatives of this four-part plan implemented.

1. **MYBOURBON**
   A unique and personalized customer relationship that integrates Business Intelligence through the development of a collaborative web platform.

2. **UNDER THE FLAG OF EXCELLENCE**
   Deployment of the BOURBON employer brand to recruit and retain employees worldwide.

3. **BOURBON WAY**
   Obtaining operational efficiency through controlled costs.

4. **ASSET SMART**
   Selling 30% of the fleet, while continuing to operate it for ten years under bareboat contracts. These vessels were built in series under BOURBON’s supervision. The Group will continue to provide the most demanding customers the quality of service of a standardized, reliable and efficient fleet.

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**SUCCESSFUL SUSTAINABLE GROWTH**

700 NEW CO-WORKERS IN 2013

86% RETENTION RATE OF OFFICER STAFF IN 2013

Logistics Manager for Bourbon Offshore Asia in Singapore.
BOURBON seeks a 95% technical availability rate for its fleet by 2015. To achieve this, BOURBON has strengthened and structured its maintenance division. Frederic Moulin, Vice President Fleet Management, explains: “Ship repair is certainly not the heart of the Group's business, but BOURBON has become expert at coordinating and controlling maintenance. Our clients expect us to handle risks and breakdowns, and that we also confirm the state of our vessels - the common goal being the continuity of offshore operations. BOURBON has organized its maintenance division to provide customers more safety and reliability in operational zones throughout the world."

“MyBOURBON offers many features, including vessel geolocation, fuel consumption monitoring, operational data and crew skill transparency, as well as vessel maintenance planning.”

MUYIWA OSHOMOJI, BUSINESS DEVELOPMENT MANAGER

On the one hand, Bourbon Docking in Dubai and its network of Repair Centers plan all technical stoppages for preventive maintenance. On the other, the Life-Cycle department, which as of September 1, 2013 brings together the maintenance engineering teams based in Marseille and Bucharest, establishes maintenance plans for 15 shipmanagers, who manage maintenance on board ships. An organization that increasingly strives for greater control and continuous improvement of maintenance at BOURBON.”
STRENGTHENING THE GROUP’S COMPLIANCE POLICY

Increasing internationalization combined with the strengthening of regulatory frameworks have led to greater awareness of Compliance in most major international groups.

As part of a general strengthening of its risk management, BOURBON has decided to launch in 2013 a specific Compliance program. Thus in 2013, a program designed to ensure the Group’s compliance with applicable laws, internal rules and ethics was deployed within all Group companies worldwide. This program, custom designed by BOURBON, incorporates the best market practices to effectively cover all non-Compliance risks including operational ones such as the fight against corruption and fraud, conflicts of interest, donations, commercial agents, and those related to antitrust.

Supported by BOURBON’s Executive Committee, this approach is now being rolled out among Group entities. A Compliance policy and eight guidelines have already been circulated and seven will be finalized by mid-2014.

In 2013, near 400 managers, representing all of the Group companies, have been made aware and trained in Compliance. Following these initial sessions, 96% of the participants were satisfied with the training. By the end of 2015, 100% of all employees will have received training via the e-learning platform dedicated to Compliance. A code of conduct is also going to be sent out to all Group employees.

A tailor-made program developed by BOURBON

1. Tone at the top
The Executive Committee is committed to promoting Compliance and creating an ethical decision making culture at BOURBON.

2. Risk Assessment
The identification of non-Compliance risks allows BOURBON to develop tools, techniques and corrective measures to prevent illicit practices with respect to the rules of Compliance.

3. Policies and Procedures
BOURBON deploys guidelines and procedures that lay down rules for the Group to reduce the risk of non-Compliance.

4. Communication and Training
On an ongoing basis BOURBON sensitisizes its employees by means of internal communication and mandatory Compliance training.

5. Monitoring and Review
A centralized Compliance committee, headed by the Director of Internal Audit, Risk Management and Compliance, coordinates the entire program to reduce BOURBON’s exposure to risky situations.

6. Sanctions
All Compliance violations will be treated consistently and equitably and, if necessary, will result in appropriate sanctions for employees and third parties involved.

“Compliance is a mandatory prerequisite. This is an important risk that must be fully understood by the company as well as by each individual.”

GAEL BODENES, CHIEF OPERATING OFFICER, SPONSOR OF THE COMPLIANCE PROGRAM

Compliance, what you need to know

> **Zero tolerance** for fraud and corruption including payment arrangements
> **Systematic implementation of procedures for Compliance**
> **Due Diligence** towards third parties applying a risk-based approach
> **Conflicts of interest reported annually**, by all employees
> **Clearly defined rules** regarding gifts offered or received, contributions to charities, donations, as well as sponsorships and contributions to political parties
Strengthening Compliance reduces risks
“3 questions” for Flore Tuloup-Vera, Compliance Project Manager at BOURBON

Why was it necessary to set up a Compliance Program?
Increasing internationalization and more forceful regulatory frameworks over the past 30 years have resulted in a strengthening of Compliance requirements for our customers. Just as with safety, Compliance has also become a prerequisite for BOURBON. Compliance helps protect the company and its employees, as well as contributing to meet the needs of the oil industry that is constantly seeking operational excellence.

Which method did you adopt?
BOURBON decided to strengthen its Compliance function as early as 2012. The Executive Committee decided, at that time, to set up a Compliance program. As soon as April 2013, a roadmap was proposed by the Internal Audit Risk Director and Group Compliance Officer, who leads the program to which I am attached. For this, recruiting dedicated resources and support from an outside consulting firm were necessary. We worked out a six-step strategy and made the needed arrangements to deploy it within the Group.

How is it implemented?
BOURBON chose to set up a comprehensive and consistent training program in all branches and at all levels because instruction is a key success factor. Compliance training programs for managers were complemented by workshops where BOURBON employees were able to comment and appropriate the procedures. Systematic Compliance management is part of the company’s strategy and its dynamics of change.
SAFETY: TOWARDS A ZERO ACCIDENT OBJECTIVE

Safety is BOURBON’s top priority, a personal and daily commitment both on land and at sea. To meet this requirement, in 2011 BOURBON adopted a single safety standard for all, known as Operational Safety Management (OSM). This is the basis for the safe management of operations.

BOURBON’s objective is to ensure that the working conditions of all staff are as safe as possible. In this respect, the Group is convinced that a strict safety policy partially contributes to its appeal and enables it to position itself as the preferred company of its customers and employees. BOURBON’s operational safety management standard (OSM) is a device designed to work in perfect synergy with the international standards of the OCIMF and incorporates the safety standards of the international maritime regulations (ISM, MARPOL). This standard, rolled out in 2011, provides comprehensive guidance covering management, on shore and at-sea human resources, maintenance, operations, supplier management, risk and change management, incident evaluation and analysis, safety process management, environmental protection, crisis management, and assessment and continuous improvement of processes.

Each chapter is rated on a four-level scale (basic - good - very good - excellent). In 2013, all subsidiaries were at or close to level 2 and will continue to improve with the goal of reaching level 4 by 2015. Through this deployment, safety has become a common language, able to adapt to the onshore and at sea constraints inherent in the maritime world.

(1) OSM: Operational Safety Management.
(2) See footnote p. 9.

FOCUS//
Safety Takes Me Home, season 2

At year end 2013, BOURBON launched the second wave of the Safety Takes Me Home campaign. After a successful first issue in June 2012, new themes were selected to raise the awareness of all BOURBON staff to key safety issues such as slipping, trips and falls, as well as near miss accidents. A summary of all the subjects covered in the first edition (confined spaces, hand injuries, drugs and alcohol) was also issued in four languages: French, English, Spanish and Portuguese.
“For obvious reasons, safety is a major concern in the Oil & Gas business, and the first condition laid down by companies when taking on an OSV operator (Offshore Support Vessel). The system we designed to achieve operational excellence in the area of safety meets our clients’ every expectation.”

CHRIS DIXON, VICE PRESIDENT - OSM & DIRECTOR OF HSE

Safety is a major component of BOURBON’s culture

Accountability is essential to the proper functioning of a safety policy. 98% of accidents are caused by human error and non-compliance with the rules. The autonomy of subsidiaries is well established at BOURBON, especially for vessel management. Accordingly, each subsidiary owns and operates its vessels. They are responsible for ensuring safety, along with the regulatory and legal requirements. The Safety Management System (SMS) is designed by each operator to comply with BOURBON standards and regulatory provisions. BOURBON has devised a number of guidelines to enable subsidiaries to comply with all requirements, especially regarding safety. Using these best practices, BOURBON was able to create a Safety Management System taking into account the regulatory, industry and legal requirements, including the OVID/OVMSA system from OCIMF(1). Each employee enhances their understanding of the rules, comprehends and applies them, thanks to the Safety Takes Me Home awareness campaign whose second part was globally launched in 2013 (see insert p. 8).

Customer recognition

In February 2013, the Chevron Nigeria Ltd award for safety was attributed to BOURBON for having gone more than 200,000 working hours without any significant accident at Chevron’s strategic business unit of Central Africa in Nigeria.

To develop team professionalism, BOURBON invests heavily in training, putting an emphasis on safety, operations and management. BOURBON decided to use the employer brand Under The Flag of Excellence to communicate, which is one of the key components of the new Transforming for beyond action plan. This brand is highlighted wherever BOURBON services are being provided and is used, of course, to attract all professionals interested in joining the Group.

Under The Flag of Excellence is an integral part of an operational strategy that is based primarily on BOURBON’s capacity to recruit and promote qualified and experienced staff, who are concerned about to apply the company’s procedures as well as those of our clients.

To encourage the commitment of the Group’s employees, BOURBON has developed surveys. In 2010, the results of the initial survey led BOURBON to launch an action plan focused on management called Growing Together. The Growing Together program helped redefine the roles of managers, especially for establishing team engagement to ensure both the involvement of all and customer satisfaction. 500 managers were trained throughout 2013 in team management or in handling relations with stakeholders. Under the Growing Together program, Compass was launched in Marseille in January 2013. It was intended for department managers in subsidiaries and headquarters, as well as the actors involved in customer satisfaction*. 22 staff members from 10 different subsidiaries took part in the pilot session. This training course offered them the opportunity to acquire the tools and analytical grids of their activity, to develop their influence managing teams and finally to better assess the impact of their decisions on the financial results.

* Contracts Managers, Operations Managers, Logistics Managers
The results of the engagement survey conducted in 2010, enabled BOURBON to implement an ambitious training program for on-shore staff as well as seafarers. From January to May 2013, the entire BOURBON staff was again surveyed as part of a second commitment investigation. A questionnaire, translated into 12 languages, was sent out to 8,200 seafarers by their Captains. Enough time to answer the 40 questions was allocated from their working time. On-shore, BOURBON employees were able to fill-in the questionnaire online on the Extranet platform.

Above: the crew during the christening ceremony of the first AHTS SPA80 series Bourbon Liberty 301 and the latest AHTS vessel GPA254 series Bourbon Liberty 254 at the Sinopacific Zhejiang shipyard (China).
In 2013, BOURBON maintained its training efforts to reach the goal of having 100% of its seafaring personnel trained in BOURBON standards by 2015. The Group is continuing to make progress towards establishing a management standard for positions onshore.

Over 167,000 hours of training were provided in 2013, focusing on two main areas: management training and job training - a 67% increase compared to 2012. Nearly 40,000 hours were devoted to training courses covering operational standards. BOURBON thus provides high-quality service to its customers by ensuring operational success thanks to its reliable crews. These operatives benefited from training in operational standards at the BOURBON Training Centers. In addition to the training hours related to BOURBON standards, subsidiaries continued to develop further training for their onboard staff related to regulatory requirements, as well as to the specific customer needs.

Onshore staff training

Regarding the land-based staff, the training effort was focused on strategic and operational management in 2013. Training was aimed at all executives handling central functions, and also managers of subsidiaries, general managers and their assistants, as well as department heads and managers involved in customer satisfaction. This training will continue in 2014 and 2015. Lastly, job training, for those based on land, mainly concerned professionalizing the maintenance teams. In terms of safety, the “HSE Managers” program aims to strengthen HSE* skills across the entire Group. A development plan of these resources was established in 2013 with the recruitment and training of a first promotion.

* Health Safety Environment

“Every month, the Bourbon Offshore Surf subsidiary holds what they call “Captain Days”, which brings together in Marseille Captains deployed around the world to discuss topics as diverse as safety, finance, operations, commitments and the rights and duties of a Captain. The purpose of these “Captain Days” is to create closer ties between the vessels and the head office, by passing on specific information to our officers, as well as improving their familiarity with the organization and its people.”

HEIMANU GATIEN, CREWING OFFICER FOR BOURBON OFFSHORE SURF

TRAINING, THE KEY TO SKILLS DEVELOPMENT

20 MILLION EUROS ARE INVESTED EACH YEAR TO IMPROVE SKILLS

167,000 HOURS OF TRAINING PROVIDED IN 2013

An officer training on an AHTS simulator at the BOURBON Training Center Asia.
FOCUS\/

Promoting security best practices

Six “anti-piracy” courses were held in 2013 bringing together a dozen Captains and onboard security officials. These two-day training sessions alternated between theory and case studies to test reflex reactions during a pirate attack. Over two years, 80% of the targeted Captains, 120 of them benefited from this training program. Starting in 2014, these courses will be delivered directly on ship out at sea. Moreover, and for the first time in 2013, two crisis-management training sessions brought together senior management from headquarters and BOURBON clients. The challenge of this training, which will be renewed every year, is to learn how to anticipate risks and coordinate action between different stakeholders: crews, local governments, Foreign Affairs.

Above: The boatswain and seafarers procedures on the deck of the PSV Malila in Angola.
BOURBON emphasizes the management of its fuel consumption to reduce the fleet’s environmental footprint. The Group’s Fuel Management project, created in February 2013, has focused on three levers: designing more efficient ships, measuring their consumption and working together with clients to manage fuel consumption.

**Vessel design and propulsion**
By building on the choice of diesel-electric technology, BOURBON operates a fleet of vessels capable of significantly reducing fuel consumption compared to traditional propulsion vessels.

**Fuel consumption optimization training**
At the BOURBON Training Centers, the Group teaches its crews to use good operating practices for energy efficiency by putting in place specific modules dedicated to optimizing fuel consumption. In addition, an onboard computer application tracks the daily fuel consumption of the vessel during operation (see Arnaud Dianoux comment).

**A database serving customers**
In the maritime services market for offshore oil and gas, customers oversee the operating activities of the chartered ships and their allocated fuel costs. With this in mind, a database of fuel consumption and environmental release levels was created to develop partnerships with pilot customers to determine best practices for navigation. Ultimately, BOURBON teams will be able to help clients reduce their fuel consumption and meet environmental regulations.

“The dedicated fuel database makes it possible to monitor and optimize vessel fuel consumption when on charter and off contract. This database allows reducing greenhouse-gas emissions and operational costs for BOURBON and its clients.”

ARNAUD DIANOUX,
HEAD OF THE FUEL MANAGEMENT PROJECT
For BOURBON, it is essential to allow the areas where the Group operates to benefit from the positive economic and social effects of its activities. To deliver its services, BOURBON decided to recruit local crews with strong roots in Africa, Latin America and Asia.

Committed teams with strong local content

The Multi-Purpose Supply Vessel Onyandja, first vessel of the Bourbon Evolution 800 series, in Angola.

Percentage of employees working in an area from which they originate

- AMERICA: 12%, 1,538
- EUROPE MEDITERRANEAN MIDDLE EAST: 24%, 2,257
- AFRICA: 59%, 5,862
- ASIA: 83%, 1,492

70% LOCAL EMPLOYEES IN 2013

Staff
RECRUITING AND TRAINING LOCALLY

In order to get closer to its customers and their operations, BOURBON puts a strong emphasis on local presence. In West Africa and in South-East Asia, in particular, the Group trains and recruits more and more local officers and seafarers.

West Africa
In Angola, monetary transactions in the oil sector fall under the Forex Exchange Law, which requires foreign operators to make payments locally using the Angolan banking system. Thus, taking this law into account and according to government expectations, the Group sat down with its partners to modify existing contractual arrangements. This regulation brought about the transfer of a large number of financial, accounting and operational activities into the country. Likewise, increasing the skills of local staff is required as well as recruiting, training and integrating Angolan officers and managers. For example, BOURBON has invested in new offices in Angola. Another specific case is the recruiting of thirty local workers for the construction of a new Surfer service center in Malongo.

In Gabon, a logistical support base will be set up in the Mandji free trade zone to maintain BOURBON’s Surfer fleet, which is now the leading marine service operator to oil companies operating in this area with 36 vessels. Since 2012, Gabon has been developing the maritime expertise of its seafarers, senior officers and onshore executives. In 2013, the training plan represented an investment of €300,000. In all, over 150 jobs have been created for those in Gabon.

South-East Asia
With the fastest growing number of managed vessels, BOURBON has strengthened its presence in Southeast Asia, which has thus become its second most important region after Africa.

In Indonesia, the local ensign implies that the ownership of the vessel has been transferred into the country with a ship management 100% carried out on site. That is why the Group strengthened the corporation’s structure of PT SMI to allow it to manage a larger fleet (15 Crewboats).

In Thailand, over the course of a year and a half BOURBON expanded the recruitment and training of local seafarers. Ship management has been reinforced and a dozen vessels are presently staffed with crews that are 100% Thai.

In Malaysia, Bourbon Offshore Mitra is a subsidiary based in Kuala Lumpur developing and strengthening its position in the booming oil business. This subsidiary has become one of the approved suppliers of large local companies like Petronas as well as international companies operating in Malaysian waters such as Exxon Mobil or Shell, for example. Bourbon Offshore Mitra’s ambition is to double the size of its fleet over two years and recruit crews that will be instructed at the BOURBON Training Center International BTC in Singapore.

“I was recruited as a second officer at Bourbon Offshore Asia in March 2010. Since then, I have had the opportunity of receiving training for many types of vessels, such as the Bourbon Liberty 200 serie, for example, operating in different areas like Indonesia, Malaysia, Thailand and Vietnam. Today, I am a Chief Officer - one of the few women on the Bourbon Offshore Asia crews.”

TAN LAY YING, CHIEF OFFICER

Surfer pilot training group for women in Indonesia.
EXPLORE NEW FRONTIERS

Already operating in all offshore oil and gas areas, BOURBON assists its clients in opening new frontiers, targeting the markets of tomorrow.

In Africa, where the Group operates 320 vessels, the strategy is to be positioning alongside oil companies from South Africa to Gibraltar since their exploratory phase. In Morocco, Group teams spent six months alongside Cairn Energy while they conducted exploratory drilling in the Agadir region. The first operations under long or medium term contract also took place in Benin and Mauritania in 2013.

Egypt is gaining momentum
Equipped with a fleet of Bourbon Liberty 200, Bourbon Offshore Triangle considerably increased the number of its operations between the Mediterranean and the Red Sea since its inception in 2005. In under two years, its fleet increased from 2 to 9 anchor handling vessels, currently operating in Egypt and Libya. Recruiting and training to BOURBON standards are presently underway for a dozen Egyptian student officers, in partnership with the Maritime Academy. In 2014, the transfer of vessel ownership will be considered for the first time as part of a joint venture whose staff will be 100% Egyptian.

Expanding our presence in the Mediterranean and the Middle East
Interview with Karim Mebarek, Regional Managing Director for the Mediterranean, Middle East and India area

Which new frontiers is BOURBON pioneering today?
East Africa is still a new frontier for BOURBON, as it continues setting up and seeking resources to develop its local infrastructure. We entered into training agreements with maritime academies in Mozambique and Kenya to assist in developing the skills of their young sailors. In Mozambique, we are setting up a joint venture with a local company. As soon as we take on projects in this region, the JV company will manage the logistics and recruiting for our vessels.

Are there other geographical areas to explore?
There are very few geographical zones left where we are not present. However, we are, in fact, increasingly expanding our technological boundaries by offering a full range of offshore underwater services through our Subsea Services activity. BOURBON, therefore, perfectly meets the growing clients demand for services to offshore intertropical zones in Asia, the Middle East as well as throughout Africa and Latin America. The Group is also ready to take on new opportunities thanks to its brand-new series of 20 Bourbon Explorer 500 vessels. The first ship of the series, the Bahtera Permai (Bourbon Explorer 501), has been operating in Asia since early January.
SUSTAINABLE DEVELOPMENT REPORT 2013

SUPPORT LOCAL INITIATIVES

BOURBON contributes to the sustainable development of all its operating regions by supporting local solidarity initiatives.

BOurbon Interoil Nigeria Limited organized a campaign in 2013 aimed at making its staff aware of malaria. The campaign was jointly organized during World Malaria Day, which takes place annually. The main theme in 2013 was: «Invest in the future: end malaria.» More than 350 seafarers and staff from the coastal bases participated. In Gabon, the Paul Igamba Children’s Hospital in Port-Gentil received new furniture and beds thanks to the commitment of Bourbon Offshore Surf Gabon. In Cameroon, the partnership with IECD* enabled more than 40 young trainees to learn necessary agricultural techniques and skills. Apprentices were trained in very diverse trades such as sewing, cultivating potatoes or raising poultry.

Awareness Campaign

BOURBON embarked on a prevention campaign against the risk of AIDS among its employees and their spouses in Pointe-Noire in May 2013. While sub-Saharan Africa accounted for 70% of new HIV infections in 2010, awareness of the virus is still poor in this part of the world, especially among young people. This awareness campaign will be renewed among employees and their children in the identified areas.

* Institut Européen de Coopération et de Développement

Solidarity in the Philippines

Many Filipino seafarers and their families were affected by Typhoon Haiyan that devastated the Philippines on November 8 and 9, 2013. Some of them live in one of the nine hardest hit provinces. Although no crew member was a direct victim, their homes were destroyed or severely damaged, which sparked a strong show of solidarity on the part of the Group and its employees.

FOCUS//

Protecting the French coastline

Operations conducted by the French Navy took place for the vessels of Les Abeilles subsidiary, aimed at assistance, rescue and pollution control. Off the coast of Belle-Île-en-Mer, the cargo ship Just Mariam was able to be salvaged by the Abeille Bourbon. In the Mediterranean, the Jason came to the aid of two people shipwrecked from a 12 meter speedboat between Ajaccio and Parquerolles.

This same vessel participated alongside the French Navy, the Abeille Flandre and the Ailette in a large scale pollution cleanup in the Straits of Bonifacio in southern Corsica, in October 2013. For its part, in February 2013 the Argonaute, a vessel leased by the French Navy, was able to recover four gas containers lost overboard during storms off Ushant Island. Finally in March, the Abeille Bourbon crew comfortably towed the largest container ship in the world, the CMA CGM Marco Polo, during an exercise organized by the Atlantic Maritime Authority.
ENVIRONMENTAL INDICATORS*

Gross emissions of CO₂ (equivalent in tons CO₂)

<table>
<thead>
<tr>
<th></th>
<th>2012</th>
<th>2013</th>
</tr>
</thead>
<tbody>
<tr>
<td>Emissions of CO₂</td>
<td>1,307,900</td>
<td>1,412,058</td>
</tr>
<tr>
<td>SOx emissions</td>
<td>2,640</td>
<td>2,603</td>
</tr>
<tr>
<td>NOx emissions</td>
<td>26,250</td>
<td>26,271</td>
</tr>
</tbody>
</table>

Water and oil consumption (in m³)

<table>
<thead>
<tr>
<th></th>
<th>2012</th>
<th>2013</th>
</tr>
</thead>
<tbody>
<tr>
<td>Water consumption</td>
<td>356,905</td>
<td>387,949</td>
</tr>
<tr>
<td>Consumption of lubricating oil</td>
<td>2,800</td>
<td>2,703</td>
</tr>
</tbody>
</table>

Volume of waste (in m³)

<table>
<thead>
<tr>
<th></th>
<th>2012</th>
<th>2013</th>
</tr>
</thead>
<tbody>
<tr>
<td>Waste discharged into the sea</td>
<td>2,209</td>
<td>2,487</td>
</tr>
<tr>
<td>Waste discharged on land</td>
<td>16,390</td>
<td>17,076</td>
</tr>
<tr>
<td>Waste incinerated on board</td>
<td>1,755</td>
<td>1,929</td>
</tr>
<tr>
<td>Waste Oil</td>
<td>6,650</td>
<td>6,893</td>
</tr>
</tbody>
</table>

Relative emissions of CO₂ (equivalent in tons CO₂ per day)

<table>
<thead>
<tr>
<th></th>
<th>2012</th>
<th>2013</th>
</tr>
</thead>
<tbody>
<tr>
<td>Offshore deepwater vessels</td>
<td>1,162</td>
<td>1,166</td>
</tr>
<tr>
<td>Offshore continental vessels</td>
<td>1,288</td>
<td>1,457</td>
</tr>
<tr>
<td>Crewboat vessels</td>
<td>992</td>
<td>1,101</td>
</tr>
<tr>
<td>IMR vessels</td>
<td>335</td>
<td>343</td>
</tr>
</tbody>
</table>

SOCIAL INDICATORS*

Distribution of workforce (by sector of activity)

- 1% Other staff onboard
- 19% Onshore
- 80% Seafarers

More than 11,000 collaborators

Distribution of workforce (by geographical area)

- 19% Europe, including 83% local staff
- 10% Asia-Pacific, including 79% local staff
- 15% America, including 89% local staff
- 83 nationalities
- 56% Africa, including 59% local staff

*Calculation basis: Headcount
*All figures as of Dec. 31, 2013
### TABLE ON THE CONSISTENCY OF THE SOCIAL AND ENVIRONMENTAL INFORMATION

<table>
<thead>
<tr>
<th>Reference Grenelle 2 law – Art R. 225-102.1 (Decree No. 2012-557)</th>
<th>Corresponding Global Reporting Initiative indicators</th>
<th>Referral to the reference document</th>
<th>Referral to the CSR report</th>
</tr>
</thead>
<tbody>
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<td><strong>SOCIAL INFORMATION</strong></td>
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<tr>
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<tr>
<td>Total workforce and breakdown by gender, age and geographical zone</td>
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<tr>
<td>Organization of work time</td>
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<tr>
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<td>LA 7</td>
<td>N.C.</td>
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<td><strong>Social relations</strong></td>
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<tr>
<td>Organization of social dialog (procedures for informing, consulting and negotiating with the staff)</td>
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<tr>
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<tr>
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<tr>
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<td>Total number of hours of training</td>
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<tr>
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<tr>
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<tr>
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<tr>
<td>Elimination of forced or compulsory labor</td>
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<tr>
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<tr>
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<tr>
<td><strong>General environmental policy</strong></td>
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<tr>
<td>The organization of the company to take into account environmental issues, and, if required, measures taken for environmental assessment or certification</td>
<td>EN 26</td>
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<tr>
<td>Activities carried out for training and informing employees regarding environmental protection</td>
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<tr>
<td>Means dedicated for the prevention of environmental risks and pollution</td>
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</tr>
<tr>
<td>The amount set aside as provisions and guarantees for environmental risks, provided this information does not cause serious damage to the company in an ongoing litigation</td>
<td>–</td>
<td>5.3.1</td>
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<tr>
<td>Reference Grenelle 2 law – Art R. 225-102.1 (Decree No. 2012-557)</td>
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<td>---------------------------------------------------------------</td>
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<tr>
<td><strong>Pollution and waste management</strong></td>
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<tr>
<td>Measures for the prevention, reduction and repair of discharges into the air, water and soil, which seriously affect the environment</td>
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<td>5.3.3</td>
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<tr>
<td>Measures for the prevention, recycling and elimination of waste</td>
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<tr>
<td>Taking into account noise pollution and all other forms of pollution specific to an activity</td>
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<tr>
<td>The consumption of energy, measures taken to improve energy efficiency and use renewable energies</td>
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<tr>
<td>Green house gas emissions</td>
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<tr>
<td>Adaptation to the consequences of climate change</td>
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<td><strong>Protection of biodiversity</strong></td>
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<tr>
<td>Measures taken to preserve or develop biodiversity</td>
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</table>

**INFORMATION ON SOCIETAL COMMITMENTS IN FAVOR OF SUSTAINABLE DEVELOPMENT**

<table>
<thead>
<tr>
<th>Territorial, economic and social impact of the company’s activity</th>
<th></th>
<th></th>
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<tbody>
<tr>
<td>In terms of employment and regional development</td>
<td>SO 1 - EC 1 - EC 6 - EC 7</td>
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<tr>
<td>On local populations</td>
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<td>5.2.1.1 and 5.2.1.2</td>
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</tr>
<tr>
<td><strong>Relations maintained with individuals or organizations interested in the company’s activity, especially integration associations, educational institutions, environment protection associations, consumer associations and local populations</strong></td>
<td></td>
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<tr>
<td>The conditions for dialog with these individuals or organizations</td>
<td>EC 1</td>
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<tr>
<td>Partnership or sponsorship activities</td>
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<tr>
<td><strong>Sub-contracting and suppliers</strong></td>
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<tr>
<td>Consideration of social and environmental issues in the purchasing policy</td>
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<tr>
<td>Importance of sub-contracting and consideration of social and environmental responsibility in relations with suppliers and sub-contractors</td>
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<tr>
<td>Measures taken to prevent corruption</td>
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<tr>
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<tr>
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<td>5.1.2.5</td>
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</tr>
</tbody>
</table>

*Global Reporting Initiative.*
A GLOBAL PLAYER, A LOCAL PRESENCE

A presence and operations in 50 countries*

485 vessels in operation**

12 ROV

Revenue in 2013

1,311.9 million euros
More than 11,000 collaborators

83 nationalities*

* Figures as of Dec. 31, 2013
**Including the cement carrier Endeavor