

**subsea 7****Case study:** developing talent

## ***Increasing the visibility of our diverse role models***

Talent development is the third pillar of Subsea 7's UK diversity and inclusion strategy, which aims to build a more inclusive workplace and identify diverse leaders for tomorrow.

Feedback from Subsea 7's 2020 global diversity and inclusion survey, highlighted that the way the company appointed its senior leaders had to change, to ensure greater visibility of the equal opportunities for career advancement. As a result, since the start of 2021, the company proactively advertises for its senior roles, and the following three senior female role models are examples of this successful approach.

***Sarah Williams***  
***Group Offshore Operations Director,***  
***Offshore Resources***

*As the only girl in school studying physics, chemistry and maths at the same time, and as one of only a few women in a marine engineering university group, Sarah is an example to young women who struggle to find STEM role models.*

*An Offshore Engineering graduate, Sarah joined a predecessor of Subsea 7 in 1998 as a naval architect. She became a project engineer offshore delivering cutting edge subsea engineering and complex deep water construction projects, and from 2007 until this year managed new vessels from build phase through to offshore operations.*

*Working remotely from home for over eight years, and most of that part-time, Sarah believes any career is possible, when a supportive employer provides work-life integration. As an advocate for growing diverse talent, who also talks about the respect within the offshore community. Sarah hopes her career encourages more women to seek technical careers in the energy sector.*





**Jane Foxon**  
**Commercial Director, Pipeline Group**

*Jane is passionate about empowering women to succeed in whatever their ambitions happen to be. Her 14-years at Subsea 7 have covered supply chain, engineering interface management, tender management and now includes her recent appointment as Pipeline Group Commercial Director. Being only the second person in this role, Jane relishes the opportunity.*

*A vital learning, which Jane shares with others, came from her first female boss. She shared with Jane her experience of focusing on work and protecting family wellbeing, with the emphasis on being able to divide the two. For Jane this advice led her to arrange her workload so that she could pick her daughter up after school day once a week. The support to balance career and wellbeing is essential. As she says: "we owe it to ourselves to ensure there is a separation between life and work when it matters. So that wellbeing in one supports the other."*



**Emma Stephen**  
**Director of Sustainability**

*With 13-years in various Subsea 7 commercial roles, a pivotal time in Emma's career began as she collaborated on significant business decisions with other senior leaders during the Company's strategic 5-year planning.*

*Her new role as Director of Sustainability followed and for Emma this role is particularly important. Not only because of the challenge it offers, but because she genuinely cares about the future. She also understands how important it is for women to see a successful senior female who can inject her diversity of thought and influence into the business.*

*She would never say it herself, but she is an example of how to build your confidence and resilience by taking control. Whenever she is asked for advice, she will say: "Be willing to take that next step and be confident with your decision. Actively go after opportunities and be vocal about your career aspirations. You'll be surprised by how many people want you to succeed."*



Increased number of **women promoted** to senior roles in 2021 as a result of **new proactive advertising approach**