

subsea 7

Supporting top female talent to reach their potential – succession planning and an inclusive environment

From recruitment through to talent review and succession planning, there has been a conscious drive at Subsea7 to strengthen the focus on female talent.

A change in the way succession plans are completed has involved assessing all talent at relevant levels in advance, effectively removing bias and opening up opportunities. **Increasing the visibility of top female talent** is also a key objective, leading to career conversations that have improved the company's understanding of this population's career aspirations and work-life challenges.

Currently, women make up 15% of the onshore leadership at Subsea7. But by 2030 the company aspires to have 25%, and over the longer term establish a leadership team that is representative of their onshore population.

One way to improve gender balance is the active advertising of senior roles internally, helping to remove bias when filling positions and providing an **equitable opportunity** for people to apply. Equally important is **female development** and, to that end, Subsea7 has a variety of tools and resources for women at any stage of their career, including formal 'Women in Business' programmes and informal networking sessions, online courses and mentoring.

Creating an inclusive culture – listening, learning and celebrating

Subsea7 is also mindful that attracting and retaining female talent comes from offering an inclusive working environment. Its **six-monthly survey** is a powerful tool to gather clear insights into how Subsea7 people are feeling and it's clear that initiatives and policies rolled out in recent years are making a positive impact. In the most recent survey, the question: "At Subsea7 people of all backgrounds are accepted for who they are" scored 8.4 out of 10. Mental health awareness and personal wellbeing are an important focus and **inclusive working behaviours** are promoted throughout the year with events such as International Women's Day, World Day for Cultural Diversity and Subsea7's own month-long Festival of Learning.





26%

In 2021 26% of successors identified for onshore management team roles were female (setting a baseline for a future increase)



“Being a woman in an engineering industry can be challenging. However, with support and development, I have accomplished so much in the last 14 years across engineering, sales, marketing and now project management roles, ultimately creating a career I love.

I've experienced a huge variety of cultures in countries around the globe and relocating to Taiwan two years ago to be an offshore wind farm project manager has been a great opportunity. I'm playing an important role in the progress of Subsea7's energy transition strategy and the delivery of sustainable energy to Taiwan and that has been professionally and personally rewarding. Subsea7 has and continues to give me opportunities to grow, develop my career, and lead in a male-dominated industry. I am grateful for that and look forward to plenty more exciting opportunities to come.”

Shenny Postlethwaite
Project Manager



“Subsea7's commitment to people development is a strong part of our global culture. It has been pivotal in my career alongside the unwavering support from my managers in every role so far. Training and online resources on how to be a courageous leader have enabled me to explore my leadership style, make and learn from my mistakes, and apply and share the learning with my teams to make a positive difference.

When I started my family, the enhanced maternity package demonstrated the company's important commitment to me as a person, and when I returned to work it was to a role that was challenging, interesting and made me feel valued. And the shift in flexible working attitude from something that was once an exception to now a normal way of working has been important. Now with a young family, I can be the mother I want to be and have a career I am proud of. This allows me to set a great example to my boys that we are all equal.”

Jenna Mennie
Group Financial Controls Manager