



**UK GENDER  
PAY GAP  
REPORT  
2025**

# INTRODUCTION

**At Subsea7, we recognise that building a more gender-balanced workforce is essential to the long-term success of our business. Increasing the representation of women across technical, management and leadership roles remains a sustained priority, not only as a matter of equity, but because diverse perspectives strengthen innovation, decision-making and business performance in a complex and rapidly changing energy sector.**

During 2024/2025, we observed a modest reduction in three of the four metrics used to calculate the gender pay gap. Our mean UK hourly gender pay gap reduced to 31.1% from 32%, and the median reduced to 36.2% from 37.5%. While this reflects steady progress, we remain mindful that meaningful change in a gender-imbalanced industry requires a long-term, structural approach rather than short-term fluctuations.

Gender pay gap outcomes in our sector are closely linked to workforce composition, particularly the under-representation of women in technical, specialist and senior roles that typically attract higher pay and incentive opportunities. As a result, progress is gradual and influenced by long-term pipeline development, tenure patterns and succession into leadership roles.

To deepen our understanding, we continued our data-driven analytical approach with external experts. This work has provided greater insight into the structural

drivers of our gender pay gap, including differences in role type, seniority, tenure, and representation across levels. It has also helped to identify specific pinch points where targeted, long-term action will have the greatest impact.

Over the reporting period, we also introduced job architectures – a structured grading framework that groups roles by job family, sub-family, career stream and banding, with defined salary ranges.

Developed in partnership with industry-leading experts, Mercer, job architectures enable us to understand and evaluate roles across regions and functions while benchmarking them against the external market.

This enhanced clarity, consistency and comparability across our organisation, has strengthened transparency in pay decisions and alignment across roles of similar value.

Across the nine years we have published our gender pay gap reports, our experience shows that sustainable progress is achieved through continued focus on succession planning, inclusive development opportunities and fair access to career progression.

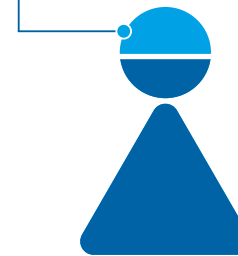
Our priority for 2026/2027 is to translate our enhanced data insight into carefully considered and sustainable actions that support a more balanced workforce over time.



**Judith Anderson**

**UK and Global IRM,**  
Human Resources Director

**20%**  
**OF OUR MANAGEMENT AND LEADERSHIP ARE WOMEN.**



## OUR UK GENDER PAY GAP

Equal pay is about women and men being paid the same amount for doing the same job or work of equal value. The gender pay gap is the difference in average hourly pay and bonuses between all women and men across an organisation, regardless of role.

The hourly gender pay gap calculations are based on the snapshot date of 5 April 2025, and our bonus gap figures are based on data from 6 April 2024 to 5 April 2025.

At Subsea7, we regularly monitor recruitment, pay and reward decisions to ensure equal pay for women and men performing the same roles. Our processes are designed to be fair, consistent and compliant with the UK Equality Act 2010.

### 2025 MEAN AND MEDIAN HOURLY PAY GAP

Mean

**31.1%** ↓

0.9% decrease from 32% in 2024

Median

**36.2%** ↓

1.3% decrease from 37.5% in 2024

### 2025 MEAN AND MEDIAN BONUS GAP

Mean

**41.1%** ↓

5.3% decrease from 46.4% in 2024

Median

**66.0%** ↑

17.2% increase from 49.8% in 2024

The bonus gap is primarily influenced by the distribution of employees in higher-paid roles, including global corporate roles based in Sutton, England, where variable reward forms a larger proportion of total remuneration.

### PROPORTION OF WOMEN AND MEN RECEIVING A BONUS

In 2024, 15.1% of UK employees received a Short-Term Incentive Plan (STIP) payment. Of those receiving a STIP, 19.2% were women, meaning that 7.8% of our female employees received a STIP bonus payment.

Overall, 30.9% of all bonus payments were awarded to women. Bonus payments also include a range of smaller one-off awards made throughout the year, including the Smart Award programme, long-service awards and the Referral Bonus Scheme.

## UNDERSTANDING THE MEDIAN BONUS GAP INCREASE

The increase in the median bonus gap reflects differences in the types of bonus awards received at the median level, rather than a like-for-like comparison of similar awards. The median compares the bonus received by the individual at the midpoint of the female population with the individual at the midpoint of the male population.

Formal performance and share-based incentive plans, including the STIP are more commonly linked to senior management and roles with increased accountability for business performance. Women are currently under-represented in these roles, which means a smaller proportion of women are eligible for, and receive, these types of awards.

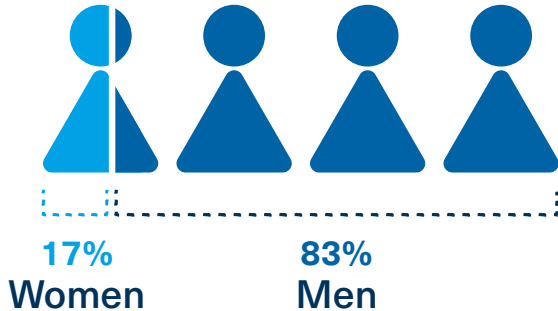
By contrast, one-off awards that are generally lower in value, are used more widely across the organisation to recognise specific achievements such as client recognition, innovation, long-service or referrals. As a result, the median female bonus is more likely to reflect a one-off award, while the median male bonus more often reflects a STIP payment or share-based incentive.

As these awards differ significantly in both purpose and value, they are not directly comparable. This structural difference in award type at the median level, driven by current representation across eligible roles, contributes to year-on-year fluctuation in the median bonus gap.

# PROPORTION OF WOMEN AND MEN IN EACH PAY QUARTILE

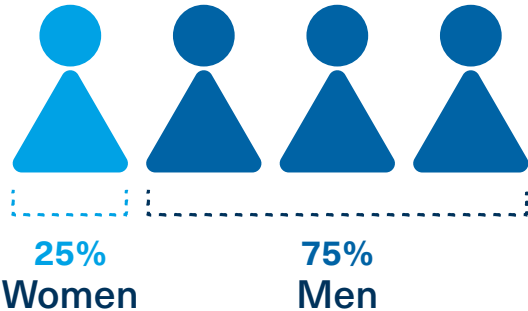
## UPPER

1.9% increase from 15.1% in 2024



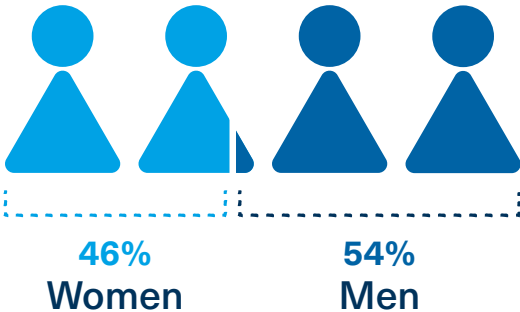
## UPPER MIDDLE

1% increase from 24% in 2024



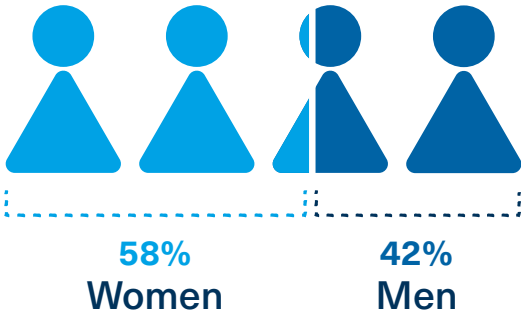
## LOWER MIDDLE

No change from 2024



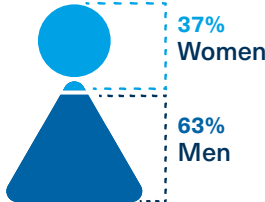
## LOWER

1% increase from 57% in 2024



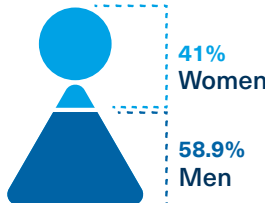
1,923 employees are employed by Subsea7 (UK Service Co)

6.4% increase from 1,807 in 2024



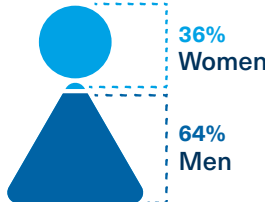
**37%**

of our UK workforce are women, an increase of 2%.



**41%**

of new hires between April '24 and March '25 were women.



**36%**

of 2024/2025 graduates were women.

# UNDERSTANDING OUR GENDER PAY GAP

Our gender pay gap is primarily driven by differences in role type, seniority and length of service across our workforce. As an engineering-led business operating within a traditionally male-dominated industry, these structural factors directly influence access to higher rates of pay and bonus opportunities.

## KEY CONTRIBUTING FACTORS INCLUDE:

### Gender representation and senior role distribution

Women are under-represented across several specialist disciplines, particularly at senior levels where pay and bonus opportunities are typically higher. While progress has been made in increasing female representation in management and leadership roles, men still occupy the majority of higher-paid positions with larger reward packages.

### Talent pipeline challenges in engineering

Across the UK, the under-representation of women in engineering and technical roles limits the available talent pool for higher-paid positions within our sector. We continue to attract women into early-career and non-engineering roles, and progression into senior technical roles will take sustained time and focused development.

### Tenure and career progression patterns

Many of our highest-paid roles are held by employees with long tenure and highly specialised experience. Historic gender imbalances within the industry mean these roles are more likely to be held by men, which continues to influence current pay gap outcomes.

## WHAT OUR DATA TELLS US

Our analysis indicates that the median hourly pay gap is largely driven by differences in the roles held by the median man and the median woman. Among employees aged 18 to 24, the gender pay gap is significantly lower, suggesting a more balanced future pipeline as these cohorts progress and develop within the organisation.

By continuing to invest in early-career engagement, visibility of role models, and fair access to career opportunities, we aim to support more balanced representation in senior and higher-paid roles over the long-term.



# CLOSING THE GENDER PAY GAP

## Career development and mentoring

Through structured development opportunities and supported self-driven learning, our people can build their capability, confidence and visibility, enabling informed career choices and progression into senior and higher-paid roles.

Academy7 and the Festival of Learning are two key development resources available across Subsea7. Academy7 is a global, centrally governed portfolio of leadership, management and capability programmes supporting individuals at every stage of their career, from new joiners and returners to those preparing for leadership roles. The annual Festival of Learning complements this by promoting cross-functional training, on-the-job learning and experience across different disciplines.

Mentoring further strengthens these opportunities by providing access to real-life insight, professional networks and role modelling. Together, these initiatives support fair access to development and help strengthen the pipeline of female talent progressing into senior and leadership roles over time.

## Succession planning

Succession planning plays an important role in building a resilient, adaptable and diverse workforce for Subsea7's long-term success. Through our talent management tools in SuccessFactors, we take a structured and consistent approach to identifying, developing and supporting individuals with the potential to progress into specialist and leadership roles.

By using these tools to increase transparency and apply consistent criteria when identifying and developing future leaders, we help reduce the risk of unconscious bias in career progression. Over time, this contributes to a stronger and more balanced leadership pipeline.

## Empower Network

Empower is an employee-led network based in our London office that provides a supportive forum for open discussion, sharing and connection on gender-related topics. Through inclusive sessions that are open to everyone, such as lunchtime learning, panel discussions and informal story sharing, Empower helps raise awareness across the organisation and supports a more inclusive culture.

By encouraging dialogue, shared understanding and allyship, the network contributes to our wider efforts to support gender diversity and inclusion.

## Recruitment

Inclusive recruitment is a key enabler in closing our gender pay gap. Our UK recruitment processes and messaging are designed to use inclusive language and attract under-represented groups. We use specialist science-backed AI technology across job adverts to help remove bias from recruitment language by identifying exclusionary wording, clichés and stereotypes, and recommending inclusive alternatives.

This approach has been embedded for approximately three years and is applied consistently across all roles, including senior vacancies, to support a broader and more inclusive recruitment pipeline.

## 7Ally

7Ally, Subsea7's global inclusivity and upstander training programme, is a key component of our wider commitment to inclusion, respect and fair treatment at work. Launched in 2023, 7Ally is designed to support a working culture where everyone feels valued, heard and respected, both onshore and offshore.

By 2026, over 3,000 Subsea7 and Seaway7 employees had attended one or more 7Ally sessions. The programme focuses on raising awareness of bias, understanding the impact of everyday behaviours, and encouraging individuals to take positive action when witnessing inappropriate or unacceptable behaviour.

While cultural and behavioural initiatives do not directly translate into immediate changes in pay gap metrics, they play an important role in shaping inclusive mindsets, strengthening balanced decision-making and supporting fair and objective succession planning. Over time, this contributes to a more inclusive environment where diverse talent can develop, progress and be considered for higher-paid and leadership roles.

# CLOSING THE GENDER PAY GAP

## Reward philosophy and salary structures

Our global reward philosophy is designed to promote fairness, transparency and consistency through structured salary frameworks, a clear job architecture, and salary ranges aligned to the market median (positioned around the midpoint of pay for comparable roles in relevant external markets). These frameworks support consistent pay decisions and progression over time, with salary decisions informed by relevant skills, experience and performance.

We also regularly review pay across comparable roles to ensure internal alignment and maintain a fair and equitable reward framework. Transparent communication around our reward approach is important in helping our people understand how pay decisions are made and how progression is supported.

## POWERful Women

We are a member of POWERful Women, a UK initiative focused on improving gender balance and increasing the representation of women in leadership across the energy sector. Through this involvement, we collaborate with industry peers to share best practice in how the sector can resolve barriers that women face.

Our CEO is in the POWERful Women, Leaders Coalition, reinforcing our commitment to visible leadership, collaboration and long-term change.

## Engaging the next generation

Subsea7 collaborates with schools, universities, and local and national organisations to inspire girls and boys from an early age to explore careers in science, technology, engineering and mathematics (STEM). We see this early engagement as an important step in building a more balanced and inclusive workforce for the future.

Seaway7, a Subsea7 company, partners with OffshoreWind4Kids and is a member of their advisory board, offering ways for children to learn while having fun through floating wind challenges, as well as free interactive events and workshops. Through these activities, our colleagues introduce young people to offshore wind in a fun, engaging and practical way, broadening awareness of the exciting career opportunities the energy industry offers.

This early inspiration is a key part of our long-term approach to improving gender balance, helping to encourage a more diverse pipeline of future talent to see themselves working both onshore and offshore across our industry.



Subsea7 is a global leader in the delivery of offshore projects and services for the energy industry. We make offshore energy transition possible through the continuous evolution of lower-carbon oil and gas and by enabling the growth of renewables and emerging energy.

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