

# UK GENDER PAY GAP REPORT

2021

BEING 7  
UNDER THE SURFACE



**“WE STRIVE TO EMBED A CULTURE AND WORKING ENVIRONMENT THAT ENABLES OUR PEOPLE TO ACHIEVE SUCCESS, WHILE HAVING A HEALTHY WORK-LIFE BALANCE AND STAYING TRUE TO WHO THEY ARE.”**

**“GENDER PARITY REMAINS A PRIORITY FOR US IN THE UK,  
AS THE PANDEMIC CONTINUES TO BRING CHALLENGES TO THE  
WORK WE ARE DOING, IN ACHIEVING GROWTH IN DIVERSITY.”**



## INTRODUCTION

BY JUDITH ANDERSON, CHAIR OF THE UK DIVERSITY & INCLUSION STEERING GROUP, AND UK & GLOBAL IRM HUMAN RESOURCES DIRECTOR

This is the fifth year we have published our UK gender pay gap report and our fifth year-on-year improvement. I am pleased to say we have now reduced our average (mean) pay gap by a quarter – almost 10% - since 2017. From a figure of 39.4% in 2017 the gap in 2021 now stands at 29.9%.

Diversity and inclusion (D&I) improvement remains an absolute people and business priority for Subsea 7 and, as our declining mean gap shows, we are building tangible momentum. However, challenges remain and the events of the past two years have only emphasised that fact.

### DECLARATION

I confirm the information and data in this document is accurate and in line with mandatory requirements.

The World Economic Forum<sup>(1)</sup> estimates that COVID-19's impact on the time required to close global gender-based gaps has grown during 2021, and it will now take 135.6 years to close the gender gap worldwide. More positively, Subsea 7's many well-established policies and support resources which value individuality - both at home and in the workplace – are helping to buck that trend.

We have been able to reduce our pay gap because we are committed to listening to our people and creating greater gender parity, through our focus on equal recruitment and career opportunities (including upskilling), work-life flexibility, wellbeing, openness and respect.

<sup>(1)</sup>World Economic Forum's Global Gender Gap Report 2021. This translation was not created by the World Economic Forum and should not be considered an official World Economic Forum translation. The World Economic Forum shall not be liable for any content or error in this translation.

# INTRODUCTION CONTINUED

Our employee-led UK D&I groups continue to have a crucial role in amplifying viewpoints and ideas. They help us (and a wider industry which struggles to attract a diverse workforce) to better understand the barriers our people may face and support our drive to implement progressive, positive action that can bring meaningful and sustainable change.

We acknowledge the complex causes at the root of diversity imbalance will take time to understand and address, we feel positive about the steps we've already taken and have the talent and willingness, plus a sense of urgency, to do more.

The three key pillars of our UK D&I strategy outlined here will continue to guide us (as they have since 2018), in shaping cultural and career initiatives that can help further enhance the diversity of our business.

## BREAKING DOWN BARRIERS

### INCLUSIVE CULTURE:

We will continue to strengthen our workplace environment to support all stages of a well-balanced career lifecycle, encompassing career entry, flexible and modern family living, career growth and succession planning.

### TALENT ATTRACTION:

We will continue to have unbiased and positive recruitment diversity and science, technology, engineering and maths (STEM) engagement regardless of background, level and position.

### TALENT DEVELOPMENT:

We will continue to evaluate and enhance career development resources and support, to help our people make positive and fulfilling choices that lead to long-term success.



## OUR GENDER PAY GAP

In line with UK Government regulations for gender pay gap reporting, we have made the following mean and median hourly gender pay gap calculations based on data at the snapshot date of 5 April 2021, and our bonus gap from bonuses paid over the preceding 12 months to 5 April 2021.

This data shows that the average female employee's hourly pay and bonus remains

lower than the average male employees hourly pay and bonus (figures exclude our third-party and limited company population).

For 2021, our mean (average) gender pay gap is **29.9%**, a reduction of **3.7%** from **33.6%** in 2020. Our median gender pay gap in hourly pay is **35.2%**, an increase of **0.2%**.

On 5 April 2021, Subsea 7 (UK Service Co) employed **1,301 people**, of which **31%** were

women and **69%** were men. This group includes our company's most senior positions based in our principle executive office, who are at the higher end of the pay and bonus scale. Of the combined upper and upper-middle quartile of earners women represent **34%** - an increase of **1%** from 2020.



The gender pay gap does not measure equal pay, it is the difference in the average pay and bonuses of all men and all women across an organisation. At Subsea 7, we are confident that we provide equal pay to men and women in the same roles, because we closely monitor and review all recruitment and pay decisions we make against key policies, including our Remuneration Policy and our Equal Opportunities and Diversity Policy.

The reasons for gender pay gaps in the energy industry have been extensively documented in recent years, and even with this increased understanding we recognise that an issue as

complex as this will need time to change. In short, a better gender balance in all disciplines and at every level is required, especially within technical and senior roles that are typically higher paid.

In line with previous years, this is the challenge we face. It is a challenge that starts at school-age, with young girls having few role models and differing support for a career in STEM. Later in the report (under 'Providing a more inclusive career'), we share how we are working hard to achieve a more balanced representation at every level.

### MEAN AND MEDIAN PAY GAP

MEAN				
2017	2018	2019	2020	2021
39.4%	38.9%	36.5%	33.6%	29.9%

MEDIAN				
2017	2018	2019	2020	2021
39.8%	38.6%	37.0%	35.0%	35.2%

## OUR GENDER BONUS PAY GAP

Our overall mean bonus gap is **49.6%**, a reduction of **3%** from **52.6%** in 2020, and the median is **84.1%** an increase of **9%** from **75.1%** in 2020. The unequal distribution of men to women especially in senior roles, where bonus payments make up a large part of remuneration, continues to influence the bonus pay gap.

Our female population has reduced since our last report, however the number of females in the bonus population has gone up by **8.4%**.

This rise is in relation to one-off awards, and not formal annual performance and share-based bonus plans, resulting in an increase in the median gap.

The eligibility of the formal annual performance and share-based bonus plans is linked to senior management roles (not gender) and business performance, with other awards typically at a lower value given in recognition of one-off achievements, such as client recognition, Subsea 7 recognition awards, long-service and innovation awards.

### MEAN AND MEDIAN BONUS GAP

MEAN				
2017	2018	2019	2020	2021
59.4%	67.6%	65.3%	52.6%	49.6%

MEDIAN				
2017	2018	2019	2020	2021
91.1%	52.2%	89.7%	75.1%	84.1%

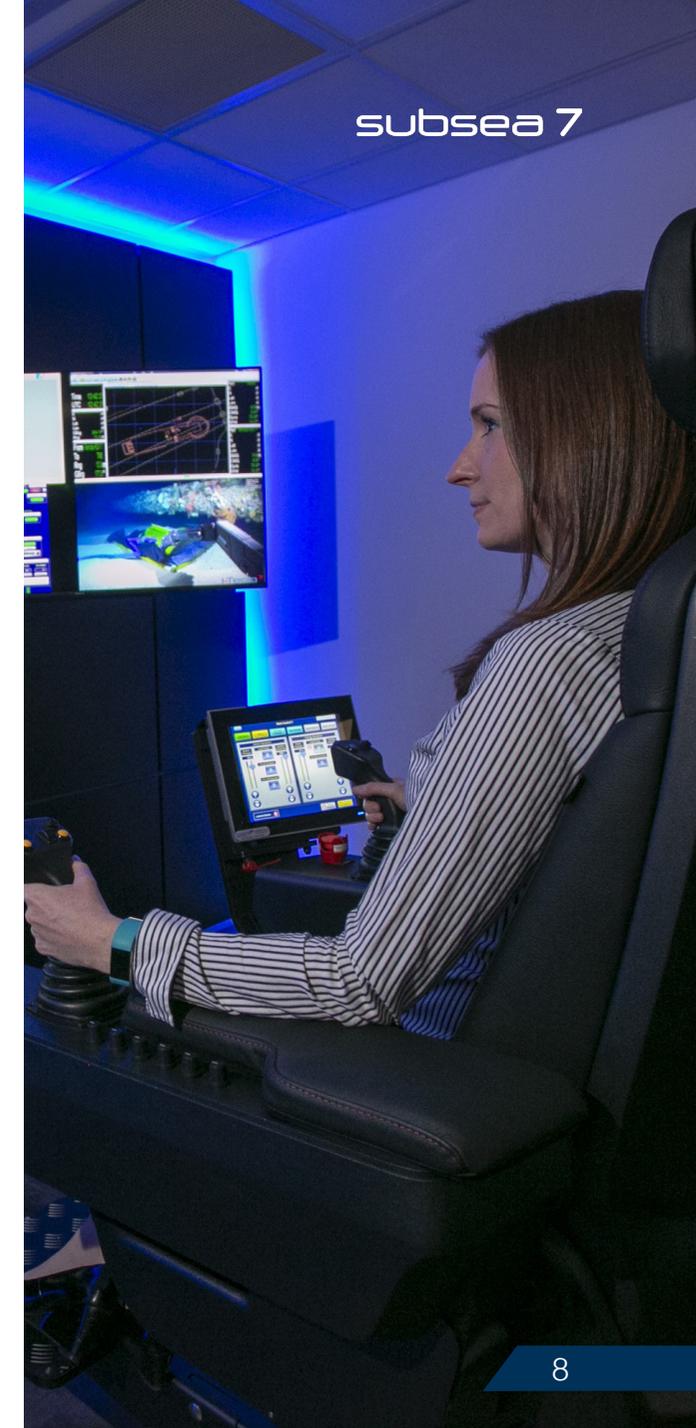
### 2017 - 2021 PERCENTAGE RECEIVING BONUS PAY

FEMALE				
2017	2018	2019	2020	2021
31.0%	47.4%	33.2%	20.5%	28.9%

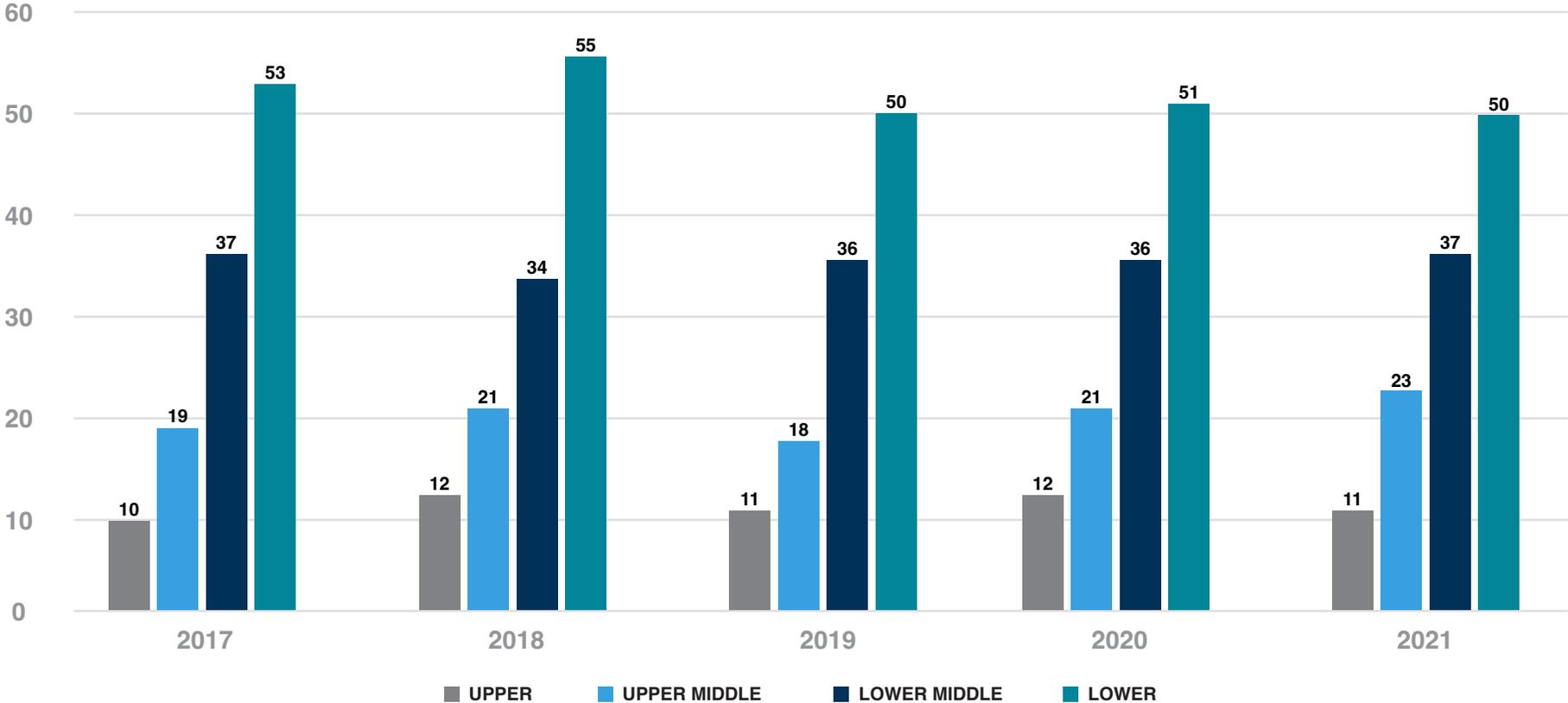
MALE				
2017	2018	2019	2020	2021
41.7%	54.2%	40.8%	32.3%	34.3%

We expect our bonus gap to continue to fluctuate. This is due to the size of the payments, the number being awarded, and the cumulative pay out impact of the formal annual

performance and share-based bonus plans to a largely male population. For transparency, this tables shows the fluctuations over the last five years.



PERCENTAGE OF WOMEN IN THE UK IN EACH PAY QUARTILE



**2017**  
 HEADCOUNT: 1,114  
 WOMEN: 333  
 MEN: 781

**2018**  
 HEADCOUNT: 1,144  
 WOMEN: 347  
 MEN: 797

**2019**  
 HEADCOUNT: 1,276  
 WOMEN: 367  
 MEN: 909

**2020**  
 HEADCOUNT: 1,407  
 WOMEN: 426  
 MEN: 981

**2021**  
 HEADCOUNT: 1,270  
 WOMEN: 386 (down by 40)  
 MEN: 884 (down by 97)

Figures are based on the full-pay relevant employees at the snapshot date of 5 April 2021.



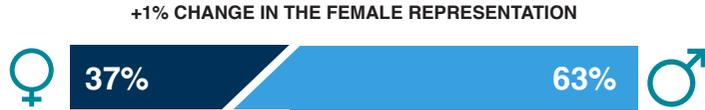
### PERCENTAGE PAY IN QUARTILES

The graphic below shows the gender distribution across our UK employees based upon hourly pay. By closely monitoring the proportion of women across these four quartiles we can better understand a key driver of our gender pay gap, and also strive to have better female representation across all levels of our business.

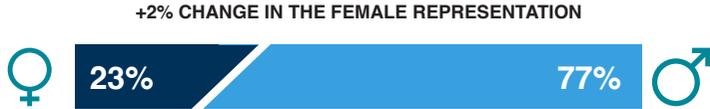
#### UPPER



#### LOWER MIDDLE



#### UPPER MIDDLE



#### LOWER





## UNDERSTANDING WHY THERE IS A GAP

In previous reports we've spoken extensively about the factors impacting our gender pay gap, which are:

- Proportionally fewer women working at senior level (11%)
- Uneven gender distribution in senior roles that are eligible for bonuses, a consequence of which is a fluctuation in our bonus gap
- Fewer women in STEM roles
- In our UK gender pay gap population, 1,196 people have STEM related roles (330 are females = 28%). STEM roles include, but are not limited to, HSEQ, SCM, project services and management, engineering and operations onshore

**In terms of engineering**, indeed, within all roles requiring technical expertise, we know that under-represented groups have a vital role in harnessing new ideas and achieving a sustainable way of life as we navigate the energy transition. Sadly, not only is there a skills shortfall in the UK (estimated between 37,000 and 59,000 each year according to EngineeringUK in 2018) but also a serious diversity deficit with only 16.5% female and 11.4% black, Asian and minority ethnic people in engineering.

We predominantly see more male applications for engineering and other specialised, highly sought-after and highly paid roles, however the valuable talent and diversity of thought offered by women and other under-represented groups, is essential in accelerating our strategic progress.

Further engagement with these groups is needed to convey the long-term opportunities and hugely satisfying careers that are available at Subsea 7.

**“WE WANT TO ATTRACT, DEVELOP  
AND RETAIN THE BEST DIVERSE  
TALENT, BY PROVIDING AN INCLUSIVE  
CULTURE THAT CELEBRATES AND  
VALUES DIFFERENCES.”**

# PROVIDING A MORE INCLUSIVE CAREER

We are **proactive participants** in the energy transition and the ways in which the UK sources its power and energy. A diverse workforce that enjoys working at Subsea 7 is essential in making this happen.

We want to attract, develop and retain the best diverse talent, by providing an inclusive culture that celebrates and values differences.

Our goal with the initiatives and resources covered in this report, is to embed a culture and working environment that enables all our people to achieve success, whilst being true to who they are and the work-life blend that fits their lifestyle.

By targeting greater diversity and gender parity through our UK D&I strategy and

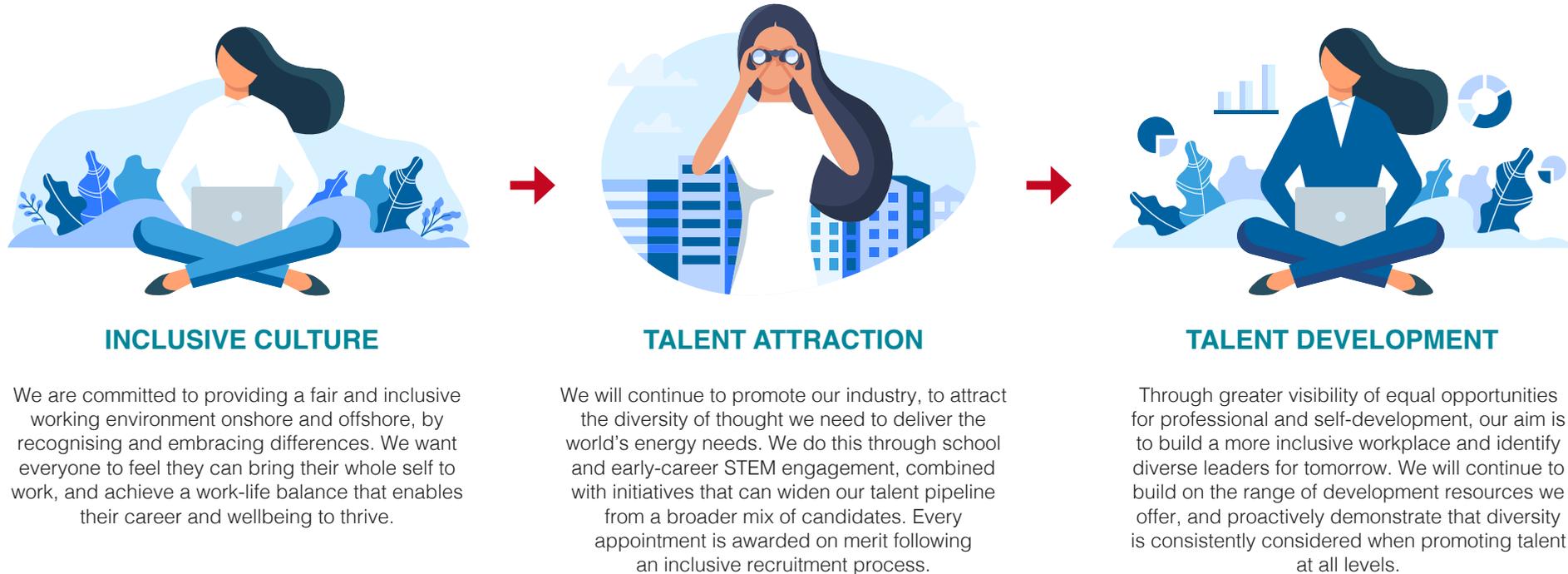
regional business plans, we'll continue to implement talent development and engagement best practice to demonstrate we are an inclusive employer of choice.

The following pages outline our programme of activities, which are helping us to address the current under-representation of women and other minority groups in our UK businesses.



# INCLUSIVE CAREER LIFECYCLE

Subsea 7's UK diversity and inclusion strategy has three pillars, which guide how we provide our diverse workforce with an inclusive workplace at every stage of their career.





# INCLUSIVE CULTURE



## ONGOING UK INITIATIVES

- Focused on Aberdeen X-Industry Support Network (AXIS) Pledge to maintain our gender equality in our sector
- Senior leadership appointed as UK D&I Senior Sponsors for each D&I strategy pillar
- Signed an agreement with the Association for Black and Minority Ethnic Engineers (AFBE-UK) to inspire people of BME origin, deliver joint learning and create greater ethnic diversity awareness
- Enhanced our UK Flexible & Agile Working Policy to support all work-life balance needs
- Implemented the Subsea 7 Global Wellbeing Framework
- Building on the advocacy role of the UK D&I Steering Group of VP and senior management to drive change
- Presented disability and autism awareness sessions with Workplace Diversity Solutions, the National Autistic Society and DFN Project Search
- Continuing to deliver the UK-based businesses diversity and inclusion plans that incorporate priorities identified during the pandemic
- Learning from the employee-led D&I Network to ensure the D&I strategy remains relevant and progressive
- Annual reporting of our gender pay gap
- Delivering the global priorities identified by Subsea 7's Group D&I Steering Committee
- Showcasing our diverse talent through 'My Being 7 Journey' role models
- Embedding hybrid working through our UK Remote Working Policy
- Celebrating female talent and gender balance on International Women's Day
- Ongoing monitoring to mitigate against unconscious bias
- Building visibility of Mental Health Awareness Week / World Mental Health Day to tackle stigma and promote support resources
- Promoting the health and wellbeing support available from our Flexible Benefits platform
- Promoting the value of inclusive culture on Cultural Awareness Day
- With MindGym delivered 'One of Us' inclusiveness webinar
- Performed a 'Respect in the Workplace' audit
- Expanded the support available to working parents with enhanced family leave (maternity, paternity etc). Our hope is that these enhanced packages will also encourage more fathers to use these benefits

## PLANNED UK INITIATIVES

- Continue to learn from our challenges and accomplishments gained during the pandemic
- Establish a UK STEM steering group
- Look at ways to represent and reflect race and equality
- Recommunicate our list of Mental Health First Aiders and train new volunteers
- Continue to challenge perceptions and promote a culture of work-life flexibility, to offer adaptability whenever and wherever people work
- Offer new wellbeing services covering a wide range of personalised and tailored health assessments, including women's health issues and personal concerns



# TALENT ATTRACTION



## ONGOING UK INITIATIVES

- Annually showcasing our vital net zero activities and career opportunities at eight university roadshows (virtually during the pandemic)
- Building greater visibility of equal opportunities and the appointment of senior leaders
- Promoting career opportunities on career sites and job portals
- Establishing our partnership with the Association for Black and Minority Ethnic Engineers UK (AFBE-UK), to gain advice and collaborate on our diversity agenda
- Continuing our long-term support of Aberdeen's Annual TechFest
- Raising awareness of existing recruitment training for managers
- Constantly monitoring data on recruitment and promotions (awarded by merit not gender)
- Using Subsea7.com to share our people focus and values

## PLANNED UK INITIATIVES

- Establish a UK STEM steering group
- Present to the undergraduate audience our experiences to boost diversity in future application cycles
- Identify aspirational role models for recruitment messaging



# TALENT DEVELOPMENT



## ONGOING UK INITIATIVES

- We have increased the number of women promoted to senior roles, as a result of a new proactive internal advertising approach
- Made a public declaration with our fellow Powerful Women / Energy Leaders Coalition (ELC) members to focus on: 'Managing diversity during times of change: don't let it be a casualty of COVID'
- Showcased three of our female role models in the POWERful Women Annual Report
- Growing awareness of 'Ethics of Ethnic Diversity' with the support of AFBE-UK
- Promoting the rights of people with learning disabilities with sessions on disability and equality in the workplace, and how to create a mentally healthy workplace
- Increasing female representation at supervisor, manager and leadership level, including the promotion of two women to project manager
- Adding to diversity playlists on Subsea 7's internal learning portal, Horizon
- Increasing training material in Subsea 7's internal Academy 7 resource hub
- Enhance and repeat our Women in Business; a self-driven, online career and personal development programme
- Continuing succession planning/ Talent Review, for a gender balanced talent pipeline
- Introduced D&I awareness into line managers' toolkits
- Continuing to offer D&I awareness to management teams
- Embedded the power of diversity at employee town hall leadership presentations
- We have introduced a modern 6-month employee opinion survey called Sonar. This will ensure each business has an effective and relevant D&I plan in place
- Continuing to investigate further ways to increase the female talent pipeline
- Continuing for the eighth year our relationship with the Engineering Construction Industry Training Board (ECITB) to train and upskill our engineering workforce to industry standards

## PLANNED UK INITIATIVES

- Establish a UK STEM steering group
- Commence UK D&I Senior Sponsor engagement
- Implement further practical actions to improve female representation at senior levels, in collaboration with 13 UK energy companies in the POWERful Women/Energy Leaders Coalition

# HEAR FROM OUR TALENTED WOMEN



## NOUR BADENJKI

ENGINEER AND UK D&I NETWORK  
LEAD FOR TALENT ATTRACTION

Holding Syrian nationality, being brought up in Morocco, gaining my Master of Engineering in the UK and working in a global company with a multinational team, have all made me a firm believer in the value of diversity and inclusion.

While working in Subsea 7, I have found that having a diverse team can bring different perspectives and approaches to work. Individuals that uphold different values, beliefs, cultures, traditions and upbringing, together in the same place, are a vital element for a successful workplace.

**“OUR DIFFERENCES ALLOW US TO LEARN AND SHARE VIEWPOINTS, WHICH PROVIDES A RICH AND CREATIVE WAY OF ADDRESSING IDEAS AND SOLUTIONS.”**

Our differences allow us to learn and share viewpoints, which provides a rich and creative way of addressing ideas and solutions. Being in such an environment is constantly inspiring and enriching and enables me to flourish both personally and professionally.

Subsea 7’s Women in Business female development programme has enhanced my ability to voice my opinions confidently in our male-dominated industry, and encouraged me to acquire more challenging and rewarding work.

How we recruit, represent, and support

a diverse mix of gender, ethnic and social backgrounds within Subsea 7 is very important.

As the UK D&I network lead for Talent Attraction, I talk to STEM organisations, schools, universities, to inspire young people to enter STEM roles.

My goal is to provide young women with a role model and an inspiration to pursue a career in STEM. I want to pave the way for a community that encourages and supports girls and women, to become pioneers and operate at the forefront of our industry.



## ULVIYYA SULEYMANOVA

FLEET DATA ENGINEER

What interests me about data engineering, is that it allows me to convert raw data into useable information, and this helps our business evaluate and optimise its performance.

Over the 16 years I've worked in engineering companies, I've experienced how bringing out the very best in employees allows them to reach their full potential, and how this also helps achieve workplace diversity. By doing so, a workplace benefits as it encourages a more varied and innovative talent pool. A diverse

**“A DIVERSE WORKPLACE IS AN IMPORTANT ASSET SINCE IT ACKNOWLEDGES THE INDIVIDUAL STRENGTHS OF EACH EMPLOYEE AND THE POTENTIAL THEY BRING.”**

workplace is an important asset since it acknowledges the individual strengths of each employee and the potential they bring.

When I joined Subsea 7 and their newly created Fleet Transformation Team, I was encouraged from day one to play an important role in developing strategies to transform fleet data management. Processes and solutions proposed by me were well received and recognised by offshore and onshore management teams. The huge support, help and guidance given to me has helped grow my confidence and increased

my productivity. I think if potential employees see that a company represents a diverse workplace, it makes them feel like they can relate to the company more.

In addition to providing an encouraging work environment, Subsea 7 offers flexibility that helps maintain a healthy relationship between your work and other important aspect of your life.



## LAKSHMI KUDLUR

FINANCE MANAGER

My journey with Subsea 7 started in 2011 as an Associate Accountant and I am now a Finance Manager. I have come a long way in these eleven years and am still going strong!

Throughout this journey, I was supported in my growth, encouraged in pursuing my ambitions and had the opportunities to explore, learn, develop, and showcase my skills. I was recognised for my achievements within the company, irrespective of my gender or ethnicity. I am always valued for being authentically me!

**“I WAS SUPPORTED IN MY GROWTH, ENCOURAGED IN PURSUING MY AMBITIONS AND HAD THE OPPORTUNITIES TO EXPLORE, LEARN, DEVELOP, AND SHOWCASE MY SKILLS”**

With Subsea 7 being a global player, diversity is a fact. However, inclusion is a choice we should make every single day. I am proud to say that I am part of an organisation which strives and actively makes this choice to be inclusive in every step it takes.

I am passionate and driven to contribute in my own small way in fostering this inclusive culture and sustaining a fair workplace within Subsea 7, that promotes talent and celebrates diversity.



### ASHLEIGH BROWN

HSE COORDINATOR AND UK D&I NETWORK  
LEAD FOR TALENT DEVELOPMENT

As part of the HSE department, I have been very lucky to work alongside several incredibly diverse teams since joining Subsea 7. Working as part of a diverse group is something that I have found extremely enjoyable.

It has given me the opportunity to gain new experiences and opened my eyes to different ways of thinking. From a health and safety point of view, it is essential to understand and appreciate our differences so that we can work safely together.

**“WE UNDERSTAND AND RECOGNISE THAT PEOPLE WANT TO FEEL THEY ARE BEING REPRESENTED AT WORK, AND THAT OPPORTUNITIES EXIST FOR EVERYONE TO PROGRESS.”**

I think it is important to recognise the positive impact that being part of a diverse team has on both our work and home lives, which is why I joined the UK diversity and inclusion employee-led network, as talent development lead last year.

Within the talent development pillar of the network, we are focused on creating opportunities for everyone to develop their skills and learn more about what is available to them within Subsea 7. Helping us to do that, is our annual month-long Festival of Learning event

where we promote presentations and guest speaker sessions to raise awareness of the development opportunities and resources we offer. We also hope to pilot our new UK Mentoring Circle development programme for women, early in 2022.

We understand and recognise that people want to feel they are being represented at work, and that opportunities exist for everyone to progress. This will continue to be our commitment in 2022.



## LOUISE MACLEAN

HR DIRECTOR

I became a first-time mother in my 40's and returned to full-time work after maternity leave just as the COVID pandemic started. The transition to full-time working mother was tough.

Living in London without a family network for support, and at the same time having the primary responsibility for nursery drop-off and pick-up, was very challenging. I love my job and my family, and am fully committed to both, but it was a struggle finding a healthy work-life balance.

**“SUBSEA 7 HAS SUPPORTED AND EMPOWERED ME TO CREATE MY OWN HEALTHY WORK-LIFE BALANCE, WITHOUT FEELING GUILTY, OR JUSTIFYING MY DECISION.”**

Since then, with the support and encouragement of my manager, I have reduced my working week to four days. This allows me enough hours in the week to do my job and fit in the other important things in life.

Working for a company that understands and values that is so important. I had not considered part-time as an option at my level. However, with the support of my manager and colleagues, I am happy to say it is an option.

I now want my working arrangement to be a role model for other working parents, to show that you can be a senior leader in this business who works flexibly.

Subsea 7 has supported and empowered me to create my own healthy work-life balance, without feeling guilty, or justifying my decision. I can't underestimate the importance of working for a company that shows this level of support and understands work-life balance.

Subsea 7 is a global leader in the delivery of offshore projects and services for the evolving energy industry, creating sustainable value by being the industry's partner and employer of choice in delivering the efficient offshore solutions the world needs.

#### CONNECT WITH US

There are several ways you can get in touch with us or follow our news.



[www.subsea7.com](http://www.subsea7.com)