

ESG performance data
2025

**MAKE
POSSIBLE**

ESG performance data

(January 2025 to December 2025)

We report on a range of key environmental, social and governance (ESG) performance indicators associated with our sustainability focus areas as a measure of progress.

This data supplement provides additional ESG performance data which supports the disclosures in our 2025 Annual Report, prepared in line with the European Sustainability Reporting Standards (ESRS). It supports our broader sustainability reporting and reflects our three-pillar sustainability framework.

For details on reporting boundaries and calculation methods, please refer to our 2025 Annual Report at www.subsea7.com

External ESG Ratings 2025¹

Our ESG performance continues to be assessed by several external ratings companies and our efforts are recognised. Detailed below is our recent recognitions for our sustainability performance and reporting.

Rating agency	Scale (High > Low)	Sector average	Subsea7's score	Trend
Sustainalytics	0 > 100	27.6	18	▼
S&P Global ESG	100 > 1	32	56	▲
ISS ESG	A+ > D-	C-	C	=
MSCI ESG	AAA>CCC	B	AA	=
CDP (Climate)	A>D	C	D	▼

¹ Score as at 31 December 2025
 ▼ = trend vs. 2024

Climate and GHG emissions data

Key:	Performance indicator	Unit	Year		
Targets related to climate change mitigation and adaptation			2023	2024	2025
Absolute value of total (Scope 1 + 2) GHG emissions reduction (as of emissions of base year)		tCO ₂ e	Net Zero by 2050	Net Zero by 2050	Net Zero by 2050
Percentage of total (Scope 1 + 2) GHG emissions reduction (as of emissions of base year)		%	50% by 2035 compared to a 2018 base year (adjusted) baseline	50% by 2035 compared to a 2018 base year (adjusted) baseline	50% by 2035 compared to a 2018 base year (adjusted) baseline
Energy consumption and mix related to own operations					
Total energy consumption from fossil sources		MWh	•	2,724,440	2,641,031
Fuel consumption from coal and coal products			•	0	0
Fuel consumption from crude oil and petroleum products			•	2,706,834	2,625,593
Fuel consumption from natural gas			•	14,185	14,077
Fuel consumption from other fossil sources			•	0	0
Consumption of purchased or acquired electricity, heat, steam, or cooling			•	6,421	1,361
Total energy consumption from renewable sources		MWh	•	22,571	30,903
Fuel consumption for renewable sources, including biomass			•	2,791	0
Consumption of purchased or acquired electricity, heat, steam, and cooling			•	19,670	30,794
Consumption of self-generated non-fuel renewable energy			•	110	110
Total energy consumption from nuclear sources			•	0	0
Share of energy consumption from nuclear sources in total energy consumption		%	•	n/a	n/a
Total energy consumption					
Total energy consumption related to own operations		MWh	•	2,750,010	2,671,935
Percentage of fossil sources in total energy consumption		%	•	99	98.8
Percentage of renewable sources in total energy consumption		%	•	<1	1.2

• New sustainability metrics added to meet Corporate Sustainability Reporting Directive (CSRD) and the European Sustainability Reporting Standards (ESRS) reporting requirements starting FY2024.

Climate and GHG emissions data

Energy intensity per net revenue	Unit	2023	2024	2025
Total energy consumption from activities in high climate impact sector	MWh	•	2,750,010	2,671,935
Net revenue from activities in high climate impact sectors used to calculate energy intensity	Mil. USD	•	6,837	7,086
Net revenue from activities other than in high climate impact sectors		•	0	0
Total energy consumption from activities in high climate impact sectors per net revenue from activities in high climate impact sectors	MWh/ Mil.USD	•	402	377
Alternative Units				
Purchased onshore electricity from renewable energy tariffs	%	69	74	100
Gross Scope 1, 2, 3 and total GHG emissions				
GHG emissions	tCO ₂ e			
Gross Scopes 1 (Combined Offshore and Onshore)		•	748,080	725,000
Gross Scope 1 GHG emissions (Offshore - Vessel)		656,624	741,227	714,611
Gross Scope 1 GHG emissions (Onshore)		•	6,853	10,389
Gross location-based Scope 2 GHG emissions		•	4,439	5,380
Gross market-based Scope 2 GHG emissions		2,317	1,480	208
Scope 3 - Cat 6 - Business travel		49,552	55,987	55,400
Total GHG emissions				
Total GHG emissions (scope 1, scope 2- location based, and applicable scope 3)	tCO ₂ e	•	808,506	786,000
Total GHG emissions (scope 1, scope 2- market based, and applicable scope 3)	tCO ₂ e	•	805,547	780,500

• New sustainability metrics added to meet Corporate Sustainability Reporting Directive (CSRD) and the European Sustainability Reporting Standards (ESRS) reporting requirements starting FY2024.

* For information regarding reporting boundaries and calculation methodologies, please refer to the latest Subsea7 Annual Report and section E1 of the Sustainability Statement.

** Gross market-based Scope 2 GHG emissions for 2023 were incorrectly reported under the location-based category in the 2023 Sustainability Report. The figures previously reported under location-based emissions were calculated using a market-based methodology and have now been recategorised to market-based emissions.

Climate and GHG emissions data

GHG emissions intensity based on net revenue	Unit	2023	2024	2025
Net revenue used to calculate GHG intensity	Mil. USD	5,974	6,837	7,086
Net revenue other than used to calculate GHG intensity	Mil. USD	0	0	0
GHG emissions intensity, location-based (total GHG emissions per net revenue)	tCO ₂ eq/Mil. USD	•	118	111
GHG emissions intensity, market-based (total GHG emissions per net revenue)	tCO ₂ eq/Mil. USD	•	118	110
GHG emissions intensity (Scope 1 only)	tCO ₂ eq/Mil. USD	110	109	102
Emissions trading schemes				
Percentage of Scope 1 GHG emissions from regulated emission trading schemes	%	•	0.8	1.6
EU Taxonomy				
Total revenue	Mil. USD	5,974	6,837	7,086
EU Taxonomy-eligible revenue	Mil. USD	876	1,184	1,107
EU Taxonomy-eligible OPEX	Mil. USD	21	21	28
EU Taxonomy-eligible CAPEX	Mil. USD	424	89	67
EU Taxonomy-aligned revenue	Mil. USD	860	1,127	1,026
EU Taxonomy-aligned OPEX	Mil. USD	20	20	27
EU Taxonomy-aligned CAPEX	Mil. USD	424	89	67
Renewable capacity				
Renewables business unit revenue	Mil. USD	955	1,232	1,214
Cumulative offshore wind farm monopile foundations installed	number	847	940	1,068
Cumulative offshore wind farm jacket foundations installed	number	280	280	280
Cumulative offshore wind turbine generator foundations installed	number	1,127	1,220	1,348
Cumulative renewables cables installed	number	1,086	1,256	1,419
Cumulative length of renewables cables installed	km	2,569	2,977	3,426
Cumulative offshore substations installed	number	35	36	36
Cumulative power capacity of renewables projects supported	GW	11.9	15.8	19.9

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Environmental data

Environmental incidents	Unit	2023	2024	2025
Environmental incident frequency rate per 200,000 hours worked	rate	1.18	0.9	0.7
Spills				
Number of environmental spills	number	120	146	106
Volume of environmental spills	litres	3,344	8,599	1,674
Environmental spills frequency in litres spilled per 200,000 hours worked	rate	23	54	10
Number of significant spills (>10m ³)	number	0	0	0
Volume of significant spills (>10m ³)	litres	0	0	0
Waste generation and disposal				
Hazardous waste generated from:				
Offshore	tonnes	3,124	2,399	2,234
Onshore	tonnes	987	192	206
Non-hazardous waste generated from:				
Offshore	tonnes	4,131	5,014	4,981
Onshore	tonnes	3,921	4,370	4,104
Total hazardous and non-hazardous waste directed to disposal from onshore sites	tonnes	439	698	655
Total hazardous and non-hazardous waste recycled from onshore sites	tonnes / %	4,468 / 91	3,864 / 85	3,656 / 85
Non-hazardous waste generated from offshore segregated for recycling	%	71	71	64
BORAbox®				
BORAbox® units available for science	number	5	10	6

(1) For information regarding reporting boundaries and calculation methodologies, please refer to the latest Subsea7 Annual Report.

(2) Volume of environmental spills includes all global spills (hydrocarbons, chemicals, EALs and oil).

(3) Offshore hazardous waste includes OHT. Figure excludes bilge water and sewage.

(4) Onshore hazardous waste includes onshore owned sites only.

(5) Offshore non-hazardous waste includes OHT.

(6) Non-hazardous waste generated from offshore segregated for recycling includes OHT. Figure excludes non-hazardous food waste discharged to sea.

Social data

Health and safety metrics ¹	Unit	2023	2024	2025
Percentage of people in its own workforce who are covered by health and safety management system based on legal requirements and (or) recognised standards or guidelines	%	•	100	100
Number of fatalities in own workforce as result of work-related injuries and work-related ill health	number	•	0	0
Number of fatalities as result of work-related injuries and work-related ill health of other workers working on undertaking's sites	number	•	0	0
Number of recordable work-related accidents for own workforce	number	37	43	38
Rate of recordable work-related accidents for own workforce per 1 million hours worked	rate	•	1.34	1.15
Number of cases of recordable work-related ill health of employees	number	•	9	6
Number of days lost to work-related injuries and fatalities from work-related accidents, work-related ill health and fatalities from ill health related to employees	number	•	378	688⁽²⁾
Number of cases of recordable work-related ill health of non-employees	number	•	n/a	n/a
Number of days lost to work-related injuries and fatalities from work-related accidents, work-related ill health and fatalities from ill health related to non-employees	number	•	n/a	n/a
Percentage of own workforce who are covered by health and safety management system based on legal requirements and (or) recognised standards or guidelines and which has been internally audited and (or) audited or certified by external party	%	•	100	100
Number of fatalities in own workforce as result of work-related injuries	number	•	0	0
Number of fatalities in own workforce as result of work-related ill health	number	•	0	0
Number of fatalities as result of work-related injuries of other workers working on undertaking's sites	number	•	0	0
Number of fatalities as result of work-related ill health of other workers working on undertaking's sites	number	•	0	0
Number of cases of recordable work-related ill health detected among former own workforce	number	•	0	0
Lost-time injury (LTI)	rate	5	6	10
Lost-time injury frequency per 200,000 hours worked	rate	0.03	0.04	0.06
Serious injury frequency per 200,000 hours worked (SIF)	rate	0	0	0.006
Frequency of observation cards raised per 200,000 hours worked	number	•	530	523

¹ New sustainability metrics added to meet Corporate Sustainability Reporting Directive (CSRD) and the European Sustainability Reporting Standards (ESRS) reporting requirements starting FY2024. For information regarding reporting boundaries and calculation methodologies, please refer to the latest Subsea7 Annual Report, and section S1 of the Sustainability Statement.

² In 2025, although the total number of recordable work-related accidents decreased, the number of lost days increased. The Group launched a campaign aimed at reducing the occurrence of potential serious injuries, in addition to a specific Hand and Finger injury campaign. The work to prevent serious injuries included conducting analyses of all near misses and incidents over the last 3 years to understand in more details our company specific risks, as well as reviewing industry best safety practices. The result of this work concluded in strengthening the risk management process, improving consistency in the investigation process and decluttering of safety messaging.

Social data

Human rights programme	Unit	2023	2024	2025
Proportion of our workforce covered by a human rights risk assessment within the last three years	%	100	100	100
Relevant employees trained on human rights ¹	%	98	86	•
High-risk suppliers undergoing enhanced human rights risk assessment	%	59	72	92
Suppliers with a contract that included human rights clauses	%	83	85	90
Incidences, Complaints and Severe Human Rights Impacts				
Number of incidents of discrimination and harassment	number	•	4	11
Number of complaints filed to National Contact Points for OECD Multinational Enterprises	number	•	0	0
Number of severe human rights issues and incidents connected to own workforce	number	•	0	0
Number of severe human rights issues and incidents connected to own workforce that are cases of non respect of UN Guiding Principles and OECD Guidelines for Multinational Enterprises	number	•	0	0
Amount of fines, penalties, and compensation for severe human rights issues and incidents connected to own workforce	USD	•	0	0
Case Type - Total Cases				
Cases investigated and substantiated during the year ended 31 December 2025				
Human rights	number	•	1	2
Discrimination	number	•	4	4
Sexual harassment	number	•	4	4
Other bullying or harassment	number	•	11	19
Equal opportunities and diversity	number	•	2	2
Total		•	22	31⁽²⁾
Case Type - Substantiated Cases				
Human rights	number	•	0	1
Discrimination	number	•	0	2
Sexual harassment	number	•	2	2
Other bullying or harassment	number	•	2	8
Equal opportunities and diversity	number	•	0	1
Total		•	4	14

• New sustainability metrics added to meet Corporate Sustainability Reporting Directive (CSRD) and the European Sustainability Reporting Standards (ESRS) reporting requirements starting FY2024.
 (1) Due to transitioning between one training and another mid-year, there is no consistent baseline to compare against and therefore this is not reported for 2025.
 (2) The total number of cases increased from 22 in 2024 to 31, partly because in 2025, for the first time, we captured cases raised via the new grievance tracker (which excludes Xodus, 4Subsea and Sonamet) and Sonamet's Safecall reporting line.

Social data

Training and Skills Development Metrics	Unit	2023	2024	2025
Performance and career development reviews				
Percentage of employees that participated in regular performance and career development reviews				
Onshore	%	•	83	84
Offshore	%	•	69	55
Percentage of employees that participated in regular performance and career development reviews (by gender - M/F)				
Onshore	%	•	83 / 80	81.5 / 88.2
Offshore	%	•	69 / 81	55.3 / 46.5
Training				
Average number of training hours per person for employees:				
Onshore	hours	14.47	14.93	12.76
Offshore	hours	4.93	87.86	81.73
Average number of training hours per person for employees (by gender - M/F):				
Onshore	hours	•	13.9 / 17.3	12.16 / 13.6
Offshore	hours	•	84.0 / 184.6	79.4 / 129.54
Employee Survey Results				
Satisfaction score out of 10, for the following statements:				
"At Subsea7, people of all background are accepted for who they are"		8.6	8.5	N/A¹
"Employee Health and Wellbeing is a priority at Subsea7"		7.9	7.7	7.6

• New sustainability metrics added to meet Corporate Sustainability Reporting Directive (CSRD) and the European Sustainability Reporting Standards (ESRS) reporting requirements starting FY2024.
 (1) This question was not asked in the 2025 survey.

Social data

Onshore/Offshore Split of Employees	Unit	2023	2024	2025
Total number of employees	headcount	14,814	15,072	13,821 ⁽¹⁾
Onshore		9,258	9,205	8,311
Offshore		5,556	5,867	5,510
Employee by gender mix of male or female:	% gender split	M/F	M/F	M/F
Onshore		41 / 18	43 / 18	41 / 19
Offshore		40/1	37 / 2	38 / 2
Employee Turnover				
Number of employees who have left undertaking	number	•	897	947
Percentage of employee turnover	%	•	9.6	9.9
Employment, New Hires and Turnover				
New permanent employee hires by gender mix of male / female	number	69 / 31	66 / 34	65/35
Permanent employee voluntary turnover rate	%	7.9	7.3	6.8
Diversity metrics				
Gender distribution at top management level (M/F)	headcount	•	91 / 22	96 / 30
Leadership group	% gender split	84 / 16	81 / 19	76 / 24
Executive Management Team of Subsea7		•	6 / 2	6 / 2
Board of Directors of Subsea7		75 / 25	75 / 25	75 / 25
		•	5 / 2	4 / 3
		71 / 29	71 / 29	57 / 43
Women in top management positions	%	16	20	24

• New sustainability metrics added to meet Corporate Sustainability Reporting Directive (CSRD) and the European Sustainability Reporting Standards (ESRS) reporting requirements starting FY2024.

1 Headcount dropped in 2025 from 15,072 to 13,821. This was mostly driven by a reduction in Angola and in Singapore based on the change in projects portfolio.

Social data

Characteristics of the undertaking's employees (2025 headcount)

Gender Split		Non-Guaranteed Hours	2,906	Number of employees in countries with 50 or more employees representing at least 10% of total number	
Male	10,930	Male	2,788	Angola	242
Female	2,891	Female	118	Australia	246
Other	0	Other	0	Brazil	1,134
Not Reported	0	Not Reported	0	France	726
Total	13,821			Germany	68
Gender Split and contract type		Individuals by age group onshore:		Malaysia	278
Full-Time	13,513	Under 30	9	Mexico	74
Male	10,831	30-50	37	Netherlands	316
Female	2,682	Over 50	13	Norway	902
Other	0	Not reported	1	Offshore	5,806
Not Reported	0			Portugal	116
Part-Time	308	Individuals by age group offshore:		Saudi Arabia	72
Male	99	Under 30	3	Singapore	71
Female	209	30-50	25	Taiwan	84
Other	0	over 50	12	Turkey	84
Not Reported	0	Not reported	0	UAE	185
Permanent	9,435	Characteristics of non-employees in the undertaking's own workforce		UK	2,701
Male	6,866	Number of non-employees in own workforce	4,386	USA	586
Female	2,569			Other	130
Other	0				
Not Reported	0				
Temporary	1,480				
Male	1,276				
Female	204				
Other	0				
Not Reported	0				

Social data

Country Split and Contract Type (2025 headcount)

Angola		Malaysia		Portugal		UAE	
Permanent	117	Permanent	265	Permanent	114	Permanent	174
Temporary	125	Temporary	13	Temporary	2	Temporary	11
Non-Guaranteed Hours	-	Non-Guaranteed Hours	-	Non-Guaranteed Hours	-	Non-Guaranteed Hours	-
Full-Time	242	Full-Time	278	Full-Time	115	Full-Time	184
Part-Time	-	Part-Time	-	Part-Time	1	Part-Time	1
Australia		Mexico		Saudi Arabia		UK	
Permanent	165	Permanent	70	Permanent	63	Permanent	2,264
Temporary	68	Temporary	4	Temporary	9	Temporary	430
Non-Guaranteed Hours	13	Non-Guaranteed Hours	-	Non-Guaranteed Hours	-	Non-Guaranteed Hours	7
Full-Time	237	Full-Time	74	Full-Time	72	Full-Time	2,507
Part-Time	9	Part-Time	-	Part-Time	-	Part-Time	194
Brazil		Netherlands		Singapore		USA	
Permanent	982	Permanent	208	Permanent	69	Permanent	571
Temporary	152	Temporary	28	Temporary	2	Temporary	13
Non-Guaranteed Hours	-	Non-Guaranteed Hours	-	Non-Guaranteed Hours	-	Non-Guaranteed Hours	2
Full-Time	1,129	Full-Time	284	Full-Time	71	Full-Time	580
Part-Time	5	Part-Time	32	Full-Time	-	Part-Time	6
France		Norway		Taiwan		Other	
Permanent	608	Permanent	842	Permanent	60	Permanent	103
Temporary	118	Temporary	60	Temporary	24	Temporary	27
Non-Guaranteed Hours	-	Non-Guaranteed Hours	-	Non-Guaranteed Hours	-	Non-Guaranteed Hours	-
Full-Time	707	Full-Time	876	Full-Time	84	Full-Time	129
Part-Time	19	Part-Time	26	Part-Time	-	Part-Time	1
Germany		Offshore		Turkey			
Permanent	66	Permanent	2,538	Permanent	76		
Temporary	2	Temporary	384	Temporary	8		
Non-Guaranteed Hours	-	Non-Guaranteed Hours	2,884	Non-Guaranteed Hours	-		
Full-Time	61	Full-Time	5,799	Full-Time	84		
Part-Time	7	Part-Time	7	Part-Time	-		

Governance data

Prevention and detection of corruption and bribery	Unit	2023	2024	2025
Percentage of functions-at-risk covered by anti-bribery/anti-corruption training programmes	%	•	100	100
Anti-Bribery/Anti-Corruption Training Coverage				
Total number of people receiving training	number			
Managers		•	3,036	3,314
All other onshore staff		•	4,015	4,918
Offshore staff in at-risk roles		•	261	296
Directors		•	149	145
Total		•	7,461	8,673
Percentage of total who have completed training				
Managers	%	•	100	100
All other onshore staff	%	•	100	100
Offshore staff in at-risk roles	%	•	97	94
Directors	%	•	98	99
Percentage of total employees who have completed training	%	•	56	100
Categories that have had Subsea7 anti-corruption policies communicated to them:				
Incorporated joint venture partners	number	18	18	18
	%	100	100	100
Unincorporated joint venture, consortium and alliance partners	number	**	**	**1
	%	100	100	100
Suppliers	number	6,822	6,800	6,800
	%	83	86	90
Suppliers attending a corruption, ethics and integrity session	number	265	378	700

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Data not available. Restated for 2023 and 2024.

For information regarding reporting boundaries and calculation methodologies, please refer to the latest Subsea7 Annual Report, and section G1 of the Sustainability Statement.

(1) As part of Subsea7's standard anti-corruption compliance process, all unincorporated joint venture, consortium and alliance partners would have had Subsea7 anticorruption policies communicated to them, however the total number in this category is not known.

Governance data

Incidences of corruption and bribery	Unit	2023	2024	2025
Number of convictions for violation of anti-corruption and anti-bribery laws	number	•	0	0
Amount of fines for violation of anti-corruption and anti-bribery laws	USD	•	0	0
Number of confirmed incidents of corruption or bribery ⁽¹⁾	number	•	1	2
Number of confirmed incidents in which own workers were dismissed or disciplined for corruption or bribery-related incidents	number	•	1	2
Number of confirmed incidents relating to contracts with business partners that were terminated or not renewed due to violations related to corruption or bribery	number	•	0	1
Political influence and lobbying activities				
Financial political contributions made	USD	0	0	0
Amount of internal and external lobbying expenses	USD	0	0	0
Amount paid for membership to lobbying associations	USD	0	0	0
In-kind political contributions made	USD	0	0	0
Payment policies				
Average number of days to pay invoice from date when contractual or statutory term of payment starts to be calculated	number	•	42	40 ⁽²⁾
Percentage of payments aligned with standard payment terms	%	•	40	40
Number of outstanding legal proceedings for late payments	number	•	0	0
Compliance and Ethics Programme				
Proportion of the business covered by an independent anti-corruption compliance programme assessment	%	100	100	100

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(1)

(2)

New sustainability metrics added to meet Corporate Sustainability Reporting Directive (CSRD) and the European Sustainability Reporting Standards (ESRS) reporting requirements starting FY2024.
 Procurement fraud
 Subsea7's standard supplier payment term is 45 days, but shorter terms apply for certain services and regions, including mandatory 30-day payments to SMEs in some countries like the Netherlands.

Governance data

Speak Up Channel and Culture⁽¹⁾	Unit	2023	2024	2025
Speak Up and other compliance and ethics cases	number	53	66	95 ⁽²⁾
Speak Up and other compliance and ethics cases per 1,000 employees	rate	4.16	4.38	5.79
Compliance and ethics cases relating to:				
Human rights	number	0	1	2
Labour practices		31	35	48
Discrimination		7	4	4
Human rights impact on local communities		0	0	0
Conflict of interest		2	7	1
Money laundering		0	0	0
Data privacy		0	0	6
Responsible Supply Chain				
Medium and high-risk suppliers assessed for corruption risk	%	98	98	99
Cyber Security and Privacy				
Employees completing cybersecurity e-learning	%	97	99	98

•

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(1)

(2)

New sustainability metrics added to meet Corporate Sustainability Reporting Directive (CSRD) and the European Sustainability Reporting Standards (ESRS) reporting requirements starting FY2024.
 The indicator was first introduced in our sustainability reporting in 2023.

At Subsea7 whistle-blowing is referred to as 'Speaking Up'. Compliance and ethics cases include all alleged or suspected breaches of the Code of Conduct, whether raised via Safecall or reported via other channels, whether or not substantiated (i.e. proven) and excluding any duplicate concerns.

The total number of cases increased year-on-year partly because in 2025 we captured cases raised via the new grievance tracker (which excludes Xodus, 4Subsea and Sonamet) and Sonamet's Safecall reporting line. We actively encourage people to

How can we help you?

Our collaborative way of working helps us to develop the best solutions for our clients' needs. Contact us to find out more: client.enquiry@subsea7.com

Subsea7 is a global leader in the delivery of offshore projects and services for the energy industry. Subsea7 makes offshore energy transition possible through the continuous evolution of lower carbon oil and gas and by enabling the growth of renewables and emerging energy. The company employs over 13,000 people and operates in more than 30 countries.

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