Nominations for election to the Board

Election to be held at the AGM on 5th December 2019
Gordon Highlanders' Museum Aberdeen

Dorothy Burke, *Managing Director*, **Ecosse IP Ltd**

Ecosse IP (EIP) invents and deploys unique and award-winning technology solutions to subsea challenges. EIP are bringing to market a suite of subsea technology products in oil and gas, offshore renewables, salvage, deep sea mining and defence. Dorothy joined as Managing Director when EIP launched in 2018, after successful sale of predecessor subsea technology company Ecosse Subsea.

Her skills include project management, decommissioning, JIP facilitation, technology commercialisation, company growth and product simulation with Xodus, Decom North Sea, the Industry Technology Facilitator, Scottish Enterprise, Connect Scotland and BAe Systems.

Dorothy has had previous Board experience with Enterprise Business Partnership, Careers Scotland, Upstream Systems and Decom North Sea - as well as being a member of Robert Gordon University's Equity Panel. She sees a Board Membership of Subsea UK as a real opportunity to help promote the expertise of its members and help shape the organisation's support for industry applying its skills to the Energy Transition and ambitions for Net Zero for the UKCS.

She is passionate about technology and innovation enabling collaborative opportunities for Scottish companies with global partners. Her role with EIP has offered her exciting opportunities to bring new subsea technologies to market and take part in development, trials and projects which help to connect subsea technology companies and build opportunities for UK plc.

Dorothy has a BSc in Maths & Computing from University of Aberdeen and a Masters in Management Science from University of Strathclyde. Her husband and two grown-up children split their time between the beautiful countryside of Scotland and an island off west coast Canada.

- *What do you see as the main challenges and opportunities facing the subsea industry both here in the UK and overseas?*

  a) How do we translate oil and gas subsea technologies into renewables markets
  b) Why should global subsea projects continue to use UK companies
  c) What can we do to maintain a strong subsea skill base in the UK
  d) Where are upcoming subsea markets developing and how do we compete on cost
  e) Who are the key organisations in other countries with whom UK companies should interface to access opportunities

- *What should Subsea UK do to help the membership face the current challenges and capitalise on any opportunities?*

  a) How do we translate oil and gas subsea technologies into renewables markets
  Subsea UK could offer insight into subsea opportunities for oil and gas companies in global renewables markets in offshore floating wind,

marine, tidal etc., flag post upcoming conferences, and connect Subsea UK members into trade missions to promote crossover technologies

b) *Why should global subsea projects continue to use UK companies*
Subsea UK can continue to promote the strength of the UK subsea sector and provide opportunities for members to attend key overseas conferences and delegate trade missions to key markets.

c) What can we do to maintain a strong subsea skill base in the UK
Subsea UK can liaise with organisations equivalent to OPITO in the renewables sectors and with the higher education sector in the UK as well as future skills organisations elsewhere to help attract young talent into the future of subsea and ensure it is not seen as synonymous with oil and gas, but has a positive role to play in climate change targets

d) *Where will future subsea markets develop and how do we compete on cost*
Subsea UK can help inform members of developments in key emerging markets and the impact these will have on UK competitiveness on the global stage as well as identifying opportunities in these markets for collaborative projects

e) *Who are the key organisations in other countries with whom UK companies should interface to access opportunities*
Through establishing relevant MoU's with relevant organisations in key markets, Subsea UK can enable its members to identify how they can gain access to key members through other organisations by promoting joint activities and partnering opportunities

- *What pan-industry initiatives should Subsea UK look to develop and facilitate?*

a) Renewables Markets
Active scouting for subsea technology and diversification opportunities for its member companies in the UK, adjacent and global markets

b) UK Member/sector promotion
Carry out targeted marketing campaigns on behalf of its member companies to promote their expertise to key market sectors and geographies

c) UK Subsea skill base
Target renewables courses and students and let them see what an exciting sector this is to join, promoting robotics, AI, big data, climate change action and renewables. Carry out knowledge exchange brokering to enable the new generation to help exchange skills with older generations already in the industry

d) Upcoming Subsea Markets
Target several key markets – focusing on each for a few months, providing information, articles, events, contacts - educating the members on that market

e) Other Key Organisations

Establish very proactive relationships with selected key organisations under MoU and establish 'twinning' opportunities and short/medium term exchange opportunities.

Zander Bruce, *Subsea Operations Manager*, ***BP North Sea***

Zander is responsible for management of the extensive subsea infrastructure operated by BP across the North Sea. This role comprises of day-to-day operations, integrity management of the subsea and pipeline infrastructure and execution of repairs, enhancements and production adding improvements. Prior to this role Zander has held various Subsea roles in BP, covering Engineering, Project Management and Technical Authority for Subsea Control Systems.

Prior to joining BP in 2001 Zander held a number of roles in Subsea Engineering including Equipment Design, Manufacturing, R&D and System Engineering. Zander has a degree from Robert Gordon University and is a Chartered Engineer.

- *What do you see as the main challenges and opportunities facing the subsea industry both here in the UK and overseas?*

  A key challenge facing the Subsea Industry is how to embrace the digital revolution to do things smarter, cheaper, quicker, better. The opportunity is for the Subsea Industry to expand beyond its traditional markets and open up new untapped underwater markets.

- *What should Subsea UK do to help the membership face the current challenges and capitalise on any opportunities?*

  Provide forums to allow emergent technologies to be showcased
  Foster collaboration between members, other industries and academic institutes
  Promote the UKs Subsea industry both within UK and globally

- *What pan-industry initiatives should Subsea UK look to develop and facilitate?*

  The Subsea Industry has great people and great solutions to underwater problems that need to be solved. Subsea UK members products and capability are transferable to many other underwater industries. Subsea UK are ideally placed to facilitate and develop these relationships with other industries.

David Currie, *Group CEO*, ***Proserv***

David has over 30 years' experience in the energy industry and joined Proserv in May 2018 as its chief executive officer. Prior to joining Proserv, David was CEO of JDR Cable Systems for three years. David has also held the position of UK president for Aker Solutions, leading a combination of Aker's portfolio businesses across the subsea, topsides and engineering sectors. David started his career at FMC Technologies Inc

and served with them for 29 years, latterly in Houston, as director of global subsea operations (2010-2013) and previously as managing director in the UK and as a member of the Eastern Hemisphere executive team. David has lived and worked across diverse international locations including France, Germany, Russia and the USA, involving significant travel across key global energy markets.

- *What do you see as the main challenges and opportunities facing the subsea industry both here in the UK and overseas?*

  The industry continues to face the challenges of ongoing technology development and leadership in an environment where we must continue to challenge cost and performance. Our industry must continue to strive to provide technology and system solutions which provide our industry the opportunity to improve. Our global reach and footprint is established and we must build on it. Equally we need to attract top technical and commercial talent from our schools, colleges and universities. To do so we must promote who we are, what we have achieved over the last twenty years and what we will provide in the next twenty.

- *What should Subsea UK do to help the membership face the current challenges and capitalise on any opportunities?*

  Subsea UK must represent its membership in a changing regional and global environment. The UK sector has demonstrated, as has subsea UK member firms, their ability to develop technology that can impact global investment and field development. Equally we must look to support our members to take their technology and continue its development into other areas of the offshore energy mix.

- *What pan-industry initiatives should Subsea UK look to develop and facilitate?*

  Subsea UK need to step up firstly in our own new energy industry - reaching out to other energy industry bodies and associations to facilitate and represent our full new energy scope is critically important going forward. From such a position the influence on government policy can be developed as well as the reach to other industries and technology developments. (eg digital technologies).

Suzy Davies, *VP HSSE Greenfield Projects,* ***Aker Solutions***

A HSSE leader with 15 years' experience in the oil and gas sector in onshore subsea equipment manufacturing, offshore operations and engineering.

I am a key member in the Aker Solutions UK Leadership team in addition to holding a global functional role. After spending 10 years as a HSSE Advisor and later Manager in the Subsea Manufacturing business I moved into the offshore division in a global role and more recently into Engineering.

As part of the UK Leadership team I bring a passion and drive to energise the business with a focus on people and relationships. Having progressed through the ranks in the organisation I have strong relationships with people at all levels of the business and have built a reputation as being approachable, trustworthy and authentic in my leadership style. I believe in empowering and supporting people to bring forward their ideas as I believe people are our best asset and hold the solutions to the challenges we face.

I believe I can bring this energy to the Subsea UK team and draw on my experience of working with other organisations such as Step Change in Safety & the OCA to explore new ideas on collaboration and sharing of best practice.

As a HSSE professional I have a passion for ensuring people return home safely every day and exploring new environmentally conscious solutions in our industry.

- *What do you see as the main challenges and opportunities facing the subsea industry both here in the UK and overseas?*

  The declining basin in the UK and so decrease in traditional subsea business. The UK is a centre of excellence for subsea, but we face a challenge in keeping this expertise anchored in the UK as the local market declines. Companies will only stay here if there is a local need as well as export potential. Therefore, I see the need to invest in subsea centres so the industry keeps developing new solutions here. If expertise remains anchored in the UK because of funding and support for R&D, the next challenge is to assist subsea companies to export successfully their capability from UK to satisfy global market which will require continued effort in databases, contacts, trade missions etc. so subsea industry can access global market from here.

  The next challenge is the energy transition. One of the big opportunities here is that to make offshore wind power generation cost effective it needs lower cost solutions. Subsea plays a big part in this. Currently big central platform power stations to service offshore wind fields. We have the knowledge in subsea to drive power mgmt subsea, much cheaper/ more environmental etc. The subsea sector can really drive success and a different range of cost effective solutions for energy transition. We have a huge amount of subsea expertise in the UK - we need to keep it here with different opportunities. Role of subsea UK is to help show the way to their membership on what's happening elsewhere, what it means for UK in terms of opportunity.

- *What should Subsea UK do to help the membership face the current challenges and capitalise on any opportunities?*

  Facilitate forums which bring together members from the whole supply chain (Operators, contractors, suppliers) to collaborate to address the key challenges the industry faces.

  Look out with the Oil and Gas industry to see how other industry are addressing similar challenges in efficiency, environmentally conscious solutions and bring that best practice to the members so that they can learn from it.

Act as a representative of British Subsea companies to market our individual and combined abilities to the wider international and global market. Lobby the government and OGA to drive the 190 subsea tiebacks identified in UKCS and support OGA is its push on operators to develop or relinquish their license.

- *What pan-industry initiatives should Subsea UK look to develop and facilitate?*

  Seek out and bring best practice to the group in a structured manor. Hold sessions to review best practice and discuss how it or similar practices could be implemented locally. Look at using alternative methodology such as kaizen / lean events to address challenges.
  Play a role in keeping the supply chain healthy and evolving in UK which supports the notion of making it easier for companies to undertake R&D in the UK
  Create online forum for people to share experiences and lessons learned – similar to Step Change in Safety.

Neil Douglas, *Managing Director*, **Viper Innovations**

Neil Douglas graduated in 1984 from Bristol University with a degree in Electrical and Electronic engineering and obtained a Masters in Subsea Engineering from Cranfield University in 1991. Neil worked for an international corporation for 23 years in various engineering and management positions until 2007 when, along with co-director Max Nodder, he established Viper Subsea, a company that specialises in technology development, equipment supply, and integrity management of subsea located controls equipment for the International oil and gas industry. Now head-quartered in Portishead, Viper Subsea was renamed Viper Innovations at the end of 2016 as part of a rebrand to facilitate business diversification into other industrial sectors. The company has continuously invested in research and development resulting in a range of proprietary technologies, which has driven the company to realise an average annual growth rate of over 30%.

The company has won many business and technology awards with the most prestigious being the National Private Business Awards in 2014 and the Queens Award for Enterprise in 2016. In 2017 the company won the West of England Business of the Year award and in 2018 won the IET (Institute of Engineering Technology) Intelligent Systems Innovation Award for its CableGuardian technology. In June 2019, the company also won the Railway Innovation Award for CableGuardian for delivering operational efficiencies.

Exports account for approximately 55% of Viper's revenues, with Europe, Africa, APAC and the Americas all export destinations.

Neil was named the Institute of Directors' South West Director of the Year Award in 2011. As well as being the Managing Director of Viper Innovations, Neil also sits on the board of LiveWire Innovation Inc, a UTAH based technology company, and is on board of the West of England LEP.

- *What do you see as the main challenges and opportunities facing the subsea industry both here in the UK and overseas?*

  The main challenge for the industry is the continued fallout from the downturn. Commercial pressures, lost manufacturing capacity, lost test facilities and loss of experienced personnel will likely result in many project execution and delivery issues as the current, but slight, recovery continues. In local waters, the twilight years of the UKCS does, and will, offer opportunities through decommissioning, field-life extensions, and deferring CoP. Those UK companies who have survived the downturn and have had to find new opportunities in these twilight years can become world leaders in the required technology and support as other international regions follow with end of field life and decommissioning challenges.

  One further challenge that the entire oil and gas industry faces is the public perception, specifically in regard to fossil fuels and climate change.

- *What should Subsea UK do to help the membership face the current challenges and capitalise on any opportunities?*

  Continue to work with the DiT to ensure that Subsea trade missions are supported and organised and that relevant ministerial overseas visits are fully briefed for promoting UK PLC's subsea capability.

  Continue with the knowledge sharing via the databases, technical conferences and workshops. Extend the collaboration with the SUT to access their global membership.

  Ensure that the membership and activities of SubseaUK cover all marine engineering, renewables, marine science etc, and support/promote activities and businesses that are seen by the public as being environmentally friendly. A number of councils are declaring climate emergencies – Subsea UK membership should be fully aware of what this could mean to individual companies and how they can participate.

- *What pan-industry initiatives should Subsea UK look to develop and facilitate?*

  Most industries are looking outside of their own to see best practice elsewhere and technologies and skills that can be converted and utilised. This provides opportunities to subsea companies that have not explored alternative industries. Knowledge sharing via workshops and conferences aimed at case studies, learnings, and markets can be facilitated. Consortiums and skills training can facilitated and advised by Subsea UK to member companies.

Michael Jones, *CEO*, SMD

Michael Jones is the CEO of SMD based in Newcastle upon Tyne in North East England.

Michael studied Mechanical Engineering at the University of Nottingham, and is a Chartered Engineer. He started his career as a graduate engineer at BP Engineering in 1990, and has worked for SMD for over 27 years in a number of roles including design engineer, project manager, managing director and was appointed CEO in November 2017.

He became a director of SMD in 2004 when SMD had a staff of 40 people and a turnover of approximately £10m and was dependent on its main market of subsea cable and pipeline trenching vehicles in telecoms and oil & gas. As part of the leadership he helped reposition the company by extending its product range into workclass ROVs and also diversified its markets into offshore renewables and seabed mining. He was then part of a management buy-out team (as Managing Director – Trenching, Mining & Renewables), which grew the company to £93m turnover and 350 staff when it was sold to CRRC Times Electric in 2015. Between 2015 and 2017 he established a subsidiary of SMD in China, recruiting a team of 40 engineers and other disciplines and setting up a facility in Shanghai.

Michael has recently been appointed Chairman of Subsea NE which is a regional representative body aligned to Subsea UK and NOF Energy, having been part of its ExCom since 2017. He has also been a member of the CBI's North East Regional Council since 2016.

SMD is a world leader in remote and autonomously controlled systems for carrying out intervention and survey in extreme environments underwater. This includes Remotely Operated Vehicles widely used in offshore Oil & Gas; vehicles used for protecting telecom and power cables by trenching; and machines for mining the sea floor. It was founded in 1971 and since then has received five Queen's Awards in recognition for its exports and technological innovation and the Royal Academy of Engineering McRobert Award, the UK's most prestigious award for engineering innovation. It was awarded Subsea UK's "Company of the Year" in 2012.

- *What do you see as the main challenges and opportunities facing the subsea industry both here in the UK and overseas?*

  The subsea industry faces some significant long-term opportunities and challenges over the coming years. The global blue ocean economy is predicted to increase from £20bn to £100bn by 2035. The challenge for the UK is how it retains its share of this, and how we make sure we have the skills and infrastructure required. Many other countries already have their eyes on this prize and are eager to catch up.

  The growth will be across a much wider range of markets than we have previously seen, with nascent markets like seafloor mining, offshore

aquaculture, and floating wind beginning to gain scale alongside well established sectors like subsea oil & gas, fixed OWF, defence and telecommunications. This provides an opportunity in cross-sector learning and collaboration to leverage the wealth of knowledge and hard-won experience the UK already has in many of these areas.

At the same time the World is trying to get to grips with man-made climate change and the UK wants to achieve a target of net zero GHG by 2050 - which is both a challenge and an opportunity.

Digitalisation will provide an opportunity to address many of these challenges through the use of data, automation, artificial intelligence, digital printing and things which probably haven't yet been invented or even predicted!

- *What should Subsea UK do to help the membership face the current challenges and capitalise on any opportunities? What pan-industry initiatives should Subsea UK look to develop and facilitate?*

Subsea UK should continue to be the focal point for the industry's international shop window and business development to ensure we maintain our leading position in an increasingly competitive world.

Subsea UK is traditionally seen as representing the Oil & Gas industry. However, with the increasingly diverse multi-sector opportunities it can become the hub to foster and co-ordinate collaboration across these in technology, R&D, standards, land lessons learned by bring together industry, universities/institutes, government and other trade organisations. In doing this it should also look at the regional strengths and seek to distribute centres of excellence in a hub and spoke set up. For example, Aberdeen's strength is focussed on technology, integration and operations. The North East of England is engineering and manufacturing, and the South East is R&D and project management.

Subsea UK should focus on ensuring the industry has the capability and skills to meet the future opportunities. Firstly, by helping attract talent early in schools, higher and further education by selling the vision of the blue ocean economy and its variety of opportunities. Secondly, by promoting continuing professional development in all areas from leadership, professions, to technicians so the industry retains and grows its talent and also attracts it from other areas. Having the best people, with the best education and training is paramount to compete globally and sustain growth.

The most innovative ideas often come from individuals and small companies, and these also need the most help to thrive. Subsea UK should attract these companies to join Subsea UK for nominal membership fees until they grow. Then help them access routes to grant funding and connect them to requirements and customers across the range of sectors in the subsea industry.

Barry Macleod, *CEO,* ***Rever Offshore***

Barry Macleod was appointed CEO in March 2019. Barry has been on the board of directors for the company for over nine years also having held positions as Operations Director, Asset Management Director – and latterly – UK Managing Director.

Barry has over 20 years' experience in the oil and gas industry, with previous roles including project management and engineering from other subsea contractors and consultancies delivering projects spanning North Sea, Canada and West Africa.

Barry holds a BEng (hons) degree and post-grad Operations Mgmt MSc.

- *What do you see as the main challenges and opportunities facing the subsea industry both here in the UK and overseas?*

    - Main challenge is to maintain a sustainable and healthy supply chain here in the UK.
    - We have a big opportunity to anchor Subsea capability here in the UK to Export globally.
    - With a vibrant supply chain there is a massive opportunity to support new technology development across industry sectors.

- *What should Subsea UK do to help the membership face the current challenges and capitalise on any opportunities?*

    - Be one voice and an ambassador for the UK subsea sector globally and across industry.
    - Provide a supportive role to ensure a sustainable healthy supply chain here in UK.
    - Provide leadership fostering a positive environment with the right behaviours to encourage collaboration to enable technology developments.
    - Encourage operators/ end users to embrace new technology.
    - Be the voice for the subsea sector within the OGA and BEIS.

- *What pan-industry initiatives should Subsea UK look to develop and facilitate?*

    - Subsea UK are uniquely positioned to help the sector with the Energy Transition & Net zero targets as they are not industry specific
    - Future skills development initiatives to ensure the sector is planning for the challenge that a more digital future presents.

Gary McConnell, *Commercial Manager,* ***Aleron Group***

Gary's interest in the subsea sector started back in 2006 when he was offshore as a casing technician and would talk to the ROV team, grilling them about their operation.

A year later he joined Sub-Atlantic as a Mechanical Technician with ambitions of eventually getting himself offshore as a Pilot.

That plan deviated and he found himself in after sales support, Sales Management and latterly Commercial Management.

Today he is the Commercial Manager of the Aleron Subsea who specialise in ROV systems and ROV tooling.

Coming from a manufacturing background he has a strong belief in keeping the UK on the map as a key global player as Subsea Specialists and with technology advancing so quickly believes being part of supporting industry and government bodies will aid companies' growth.

- *What do you see as the main challenges and opportunities facing the subsea industry both here in the UK and overseas?*

  At present we have industry uncertainty over Brexit at a time where the Subsea supply chain can prosper in the European windfarm market. This presents a potential challenge depending on the defined outcomes of these discussions.

  We also have a very fast evolving technology market that is moving towards electrification / automation / AI. The operators are looking to reduce vessel days and manpower offshore by more efficient use of technology in operations. This means businesses will have to evolve to keep up with technology and how businesses profit may change.

  The UK is a market leader in subsea technology, and we need to retain that position. The skills are there we just need to ensure the support is there through funding, opportunity awareness, support in bringing innovation through the supply chain to the end users and giving them a shop window.

- *What should Subsea UK do to help the membership face the current challenges and capitalise on any opportunities?*
  Subsea UK currently offers a number of useful paths to assist its members. Lunch and learns, Subsea Expo, Subsea Intel and various support at events are all useful platforms.

  As an industry body its important to keep gathering member feedback, looking for common requests, identifying and communicating challenges, calls for innovation and helping its members see the path where their product/service/skills fit in and what that route to market is.

Engagement with operators and communication regarding what the operators & service providers want needs to remain key to how businesses will evolve over the next few years.

- *What pan-industry initiatives should Subsea UK look to develop and facilitate?*

  During the oil and gas downturn a large volume of work which kept the subsea supply chain going came from renewables.

  Often the technologies used across different sectors/industries is transferrable however understanding how it can be used, what the issues are and how tailor the technology for the specific applications is not understood.

  Its critical for the subsea supply chain to diversify for their own futures security and for Subsea UK as a platform initiative that make these industries and challenges visible is key for the supply chain to see a path to commercialisation.

  Supply chain events / calls for innovation / opportunities to pitch specific technologies and advances in certain areas are all key to Subsea UK members identifying new markets and areas to focus on.

Tom Moore, *Subsea Maintenance Lead*, **Shell UK**

I have been in Oil and Gas for 22 years, initially starting offshore in operations fulfilling roles from area technician through to the control room operator and supervisory positions. I moved in to Subsea Operations as a surveillance engineer looking at the day to day operations of various fields in the UK and in Norway in 2006 I have since moved through the Subsea organisation into the Surveillance Team Lead role and currently the Subsea Maintenance Manager for Shell UK operated facilities. I am currently responsible for the Subsea surveillance and execution activities in the UK hold Technical Authority 2 for Subsea Inspection, Maintenance and Repair. I enjoy football, golf and curling and I am married with a 5 year old daughter.

- *What do you see as the main challenges and opportunities facing the subsea industry both here in the UK and overseas?*

  I see the biggest challenge and opportunity revolving around the integration of Global Underwater Hub into the way we do business. This opportunity enables the various regions (e.g. Blyth, Central belt and Farnborough) of the UK to pull together across the Oil and Gas sector into renewables and cleaner energy leveraging the expertise and capability that our people and companies possess to attract overseas business and live on the leading edge of technology development. We must be robust to cope with macro changes such as Brexit and oil price volatility and demonstrate to a new breed of engineer the sustainability and stability of our industry(s).

- *What should Subsea UK do to help the membership face the current challenges and capitalise on any opportunities?*

  I think given the uncertainty the last few years, it would be a good time to bring clarity to the relationships that exists between such organisation as Subsea UK, OGTC, OGA, NSRI, the SUT and the Global Underwater Hub to enhance collaboration and maximise the value gained from the establish supply chain and leverage technology development particularly in subsea robotics, AUV's and machine learning/artificial intelligence. Help drive greater collaboration between Supply Chain companies, Tier 1 contractors and Operators across the subsea industry (not just oil sector) as displayed in the North east Hub at Port of Blyth.

- *What pan-industry initiatives should Subsea UK look to develop and facilitate?*

  Take a leading role in the establishment and governance of the Global Underwater Hub explore synergies with the defence sector and other aspects of the Blue Economy such as subsea mining.

Bill Morrice, *Vice President Commercial, and Country Manager of* ***TechnipFMC's*** *UK subsea business*

Over the last 33 years Bill has held engineering, project management and executive leadership roles in the oil and gas industry both in the UK and abroad and gained complimentary qualifications in project management and strategic management during that period.

Born and educated in Aberdeen, Bill studied Offshore Engineering at the Robert Gordon University and commenced his career in the mid-eighties with flexible manufacturer, Dunlop Armaline Ltd. He then spent two years working for Sperrysun MWD Ltd in the US before joining diving and subsea construction company, Stena Offshore in 1990.

Bill spent over 10 years with the then Stena (now part of TechnipFMC). In 1995 he took on the role of manager of the company's Well Operations Division, which was divested to Helix Energy Solutions in 2002.

Following the divestment Bill joined the new Helix Management team and at the end of his nine year tenure led the Helix Well Ops business in the role of Global Vice President.
Bill returned to TechnipFMC in May 2011 as UK business unit Managing Director. Following a merger with FMC Technologies in 2017, Bill now holds the role of Vice President, Commercial and is also Country Manager TechnipFMC's UK subsea business.

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- *What do you see as the main challenges and opportunities facing the subsea industry both here in the UK and overseas?*

The energy transition and the climate change agenda is upon us and requires priority both in debate and action. It will undoubtedly shape the future both within the energy industries and in the underwater 'blue' economy'. Within that, there is significant potential for the UK's underwater business sectors and its stakeholders and it is imperative that Subsea UK continues its role as a champion and leader on behalf of the industries it supports and in maximising the export opportunities that creates.

- *What should Subsea UK do to help the membership face the current challenges and capitalise on any opportunities?*

  In changing the imperative from the subsea (and an oil and gas centric) conversation, to one of underwater opportunities, Subsea UK can be the facilitator to develop the collaboration between those current and emerging underwater industry sectors. That role does not exist today. The UK has the largest share of the global subsea market and faces stiff competition from other country exports in the years to come. By harnessing the experience, capabilities, technologies and collaborative spirit of the wider British underwater sectors we can protect and potentially grow that market share, remaining the world leader in the process.

- *What pan-industry initiatives should Subsea UK look to develop and facilitate?*

  The potential and emerging potential of the blue economy will be hugely important for the subsea sector as we all adjust to the energy transition and our net zero obligations. Attracting and retaining talent during that transitionary period, in a subsea industry which is becoming less appealing for the youth of today, is already a major challenge for us all. Subsea UK has a pivotal role with its potential leadership of the Global Underwater Hub, to create a new and exciting appeal for the talent of today and tomorrow. To do so in the framework of an underwater sector rather than oil and gas-led subsea will provide a compelling, attractive and sustainable future for those looking for an exciting future career.

Tim Sheehan, *Global BD and Strategy Director*, **Boskalis Subsea**

Tim qualified as a Mechanical Engineer in 1980 from Coventry Technical College having served a Technical apprenticeship in the Automotive Industry. With more than 30 years of experience in the International Offshore Oil and Gas Industry Tim has been a strong supporter of the supply chain and has been responsible for a number of initiatives aimed at creating greater collaboration opportunities, enhanced technical delivery whilst maintaining robust commercial delivery. He has been responsible for opening a number of overseas offices bringing vital local content whilst delivering strong revenues to its parent companies.

Tim has during his career held a variety of commercial roles specialising in Subsea engineering, construction and most notably flexible and rigid pipelines. He has held a number of senior roles, including Vice President Commercial for Technip in Houston, Managing Director of Bibby Offshore in the UK, MD of Stolt Offshore (Acergy) Group CEO at Rotech, COO of Reef Subsea and Commercial Director of Ashtead Technology.

Tim joined Oceaneering in 2016, and now works for Boskalis Subsea Services as Global Business Development and Strategy Director. He has been involved with Subsea UK from its inception, finally joining the board in 2007 bringing a diverse knowledge of not only the UK but international Oil & Gas markets.

- *What do you see as the main challenges and opportunities facing the subsea industry both here in the UK and overseas?*

  Following the worst downturn in Oil & Gas history the main challenge is to create sustainable business for the Supply Chain in terms of business volume, continuity and profitability. Whilst it is understood that we must keep control of costs there has to be an acceptance that prices need to increase this will create a must stronger platform for business on which they can build and educate a quality workforce and invest in technology. The challenge is to find ways to encourage, particularly, our Oil and Gas Company Operators, Renewable Energy Developers to bring more development opportunities to market in the first place and to spread the execution over more of the year.

- *What should Subsea UK do to help the membership face the current challenges and capitalise on any opportunities?* Subsea UK plays a vital role in providing an effective bridge between Government bodies, the O&G Operators, Renewable Developers right down through the Supply Chain. Many of the Supply Chain struggle to make contact with or simple "get through" to their customers to raise awareness of Technology and Capability, Subsea UK can and should be used more by its members to gain the access they need both to the customer base and Government driven bodies as required.

- *What pan-industry initiatives should Subsea UK look to develop and facilitate?*

  There are three subjects that should be included in any Pan Industry Initiatives as start. First is Technology, what can we learn from non O&G Industries about technologies employed that could be immediately transferred or adapted for O&G use, and the same in reverse from O&G to other Industries. Closely linked to that are Contracting and Commercial principles, we seem to have become very one dimensional in our attitude and thinking here, what can we learn from other Industries to make the customer supplier engagement process more equitable and rewarding. And finally what can we learn from other Industries about Regulatory control, design codes etc. The latter being a key element of driving costs upwards, how do we move back towards "fit for purpose" thinking.

Jonathan Tame, Vice President UK and Canada, **Subsea 7**

Jonathan is currently Vice President UK and Canada at Subsea 7, having worked in the offshore and subsea construction industry for over 30 years.

He holds a degree in Naval Architecture and Shipbuilding, is a fellow of the Royal Institution of Naval Architects and is a fellow of the Institute of Marine Engineering, Science & Technology. His career started with Brown and Root Vickers Ltd as a graduate naval architect. He then moved into offshore construction and spent 14 years with European Marine Contractors Ltd, working as an engineer and project manager on pipeline projects worldwide, living in the UK, China, USA and Canada. In 2002 he moved to Halliburton Subsea, which soon after became Subsea 7. Jonathan has held a variety of senior roles at Subsea 7 in operations, commercial, fleet and crew management. He is a member of the board of the International Marine Contractors Association (IMCA)

- *What do you see as the main challenges and opportunities facing the subsea industry both here in the UK and overseas?*

  I see our first key challenge as ensuring the UK's subsea industry has a sustainable market for its services both in the UK and abroad. The current situation will see more companies fail, assets relocate, investment fall and expertise dwindle unless there is positive change. The other key challenge is attracting and retaining the next generation of innovative subsea engineers, technologists and business people into our industry, against a gloomy and politically/socially unfashionable business backdrop. Without good people we are nothing. From an opportunity perspective, our subsea industry has a fantastic record of innovation and the opportunities presented by the energy transition should once again see our industry adapting to both predict and respond to the specific needs that will arise, whether from oil and gas, wind, tidal, CCUS, hydrogen etc… Perhaps even more importantly, there is even greater opportunity to build on our leading global position and export far more than we do today.

- *What should Subsea UK do to help the membership face the current challenges and capitalise on any opportunities?*

  This needs strong representation, messaging and influence with our clients, regulators and governments. There are new facets to the subsea market in development – these need to be accelerated to help create a more diversified, sufficient and sustainable market. Compelling and consistent messaging materials would be useful, especially given the challenge of attracting new talent to our industry, when anything seen as connected to oil and gas is seen as highly unfashionable by mainstream media and commentaries. As ever, facilitation of business connections always helps.

- *What pan-industry initiatives should Subsea UK look to develop and facilitate?*

  The national subsea hub has been discussed for quite a while but now needs full implementation. Its ability to include and link the wider blue economy

elements should help each subsea sector learn and take the best from each other. It would be well worth mapping the extent of overlaps and gaps between the existing trade and industry bodies that the subsea industry works with to see where Subsea UK might need to adjust its own footprint or liaise more closely with other bodies. Again, given the challenge of talent attraction, Subsea UK should play an active part in developing the necessary compelling messaging across the subsea sector but also ensure this extends as a consistent story with the related industry organisations (eg OGUK).