

Through these bulletins, IMCA disseminates practical solutions, innovations and lessons learnt by its Members. Content is generated by IMCA or its Members and anonymised as appropriate. Members are encouraged to share articles, information and initiatives, or topic ideas with IMCA at sustainability@imca-int.com.

Playing our part in the global marine plastics challenge

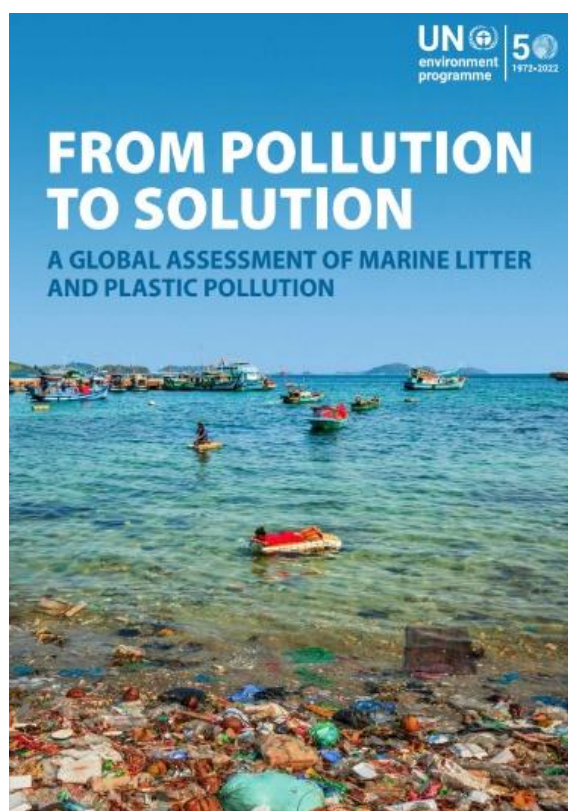
This Environmental Bulletin provides an overview of the extent of the plastics pollution challenge, drawing on the latest scientific evidence from UNEP's Global Assessment. The COVID-19 pandemic has brought heightened attention to this issue and also served as a multiplier in terms of impact and attracting attention. Throughout this document, several different approaches are shared which illustrate how IMCA Members have been taking practical steps to tackle this challenge.

1 The Challenge

In October 2021, in the lead up to the 26th UN Conference of Parties to the UN Framework Convention on Climate Change (UNFCCC) and to inform the fifth session of the UN Environment Assembly, the United Nations Environment Programme (UNEP) released its flagship evidence-based report: **'From Pollution to Solution: A Global Assessment of Marine Litter and Plastic Pollution'** (the Global Assessment). The report describes the magnitude and severity of effects associated with marine litter, particularly related to plastics and microplastics. It further aims to encourage global interventions to control and prevent marine plastic pollution and to safeguard human and ecological healthⁱ.

Plastic pollution is both an environmental and climate-related issue. According to the Global Assessment, greenhouse gas (GHG) emissions from plastics were estimated as 1.7 GtCO₂e in 2015. UNEP projects these will rise to 6.5 GtCO₂e by 2050, which would mean they would then account for 15% of the global carbon budgetⁱⁱ.

The impacts and risks of marine litter and plastics are summarised visually in the Global Assessment (see Figure 1), and further illustrate how pervasive and ubiquitous they have become. UNEP considers their impacts not only on the marine environment, but on wider sustainability dimensions such as economics, society and health.



IMCA store terms and conditions (<https://www.imca-int.com/legal-notices/terms/>) apply to all downloads from IMCA's website, including this document.

IMCA makes every effort to ensure the accuracy and reliability of the data contained in the documents it publishes, but IMCA shall not be liable for any guidance and/or recommendation and/or statement herein contained. The information contained in this document does not fulfil or replace any individual's or Member's legal, regulatory, or other duties or obligations in respect of their operations. Individuals and Members remain solely responsible for the safe, lawful, and proper conduct of their operations.

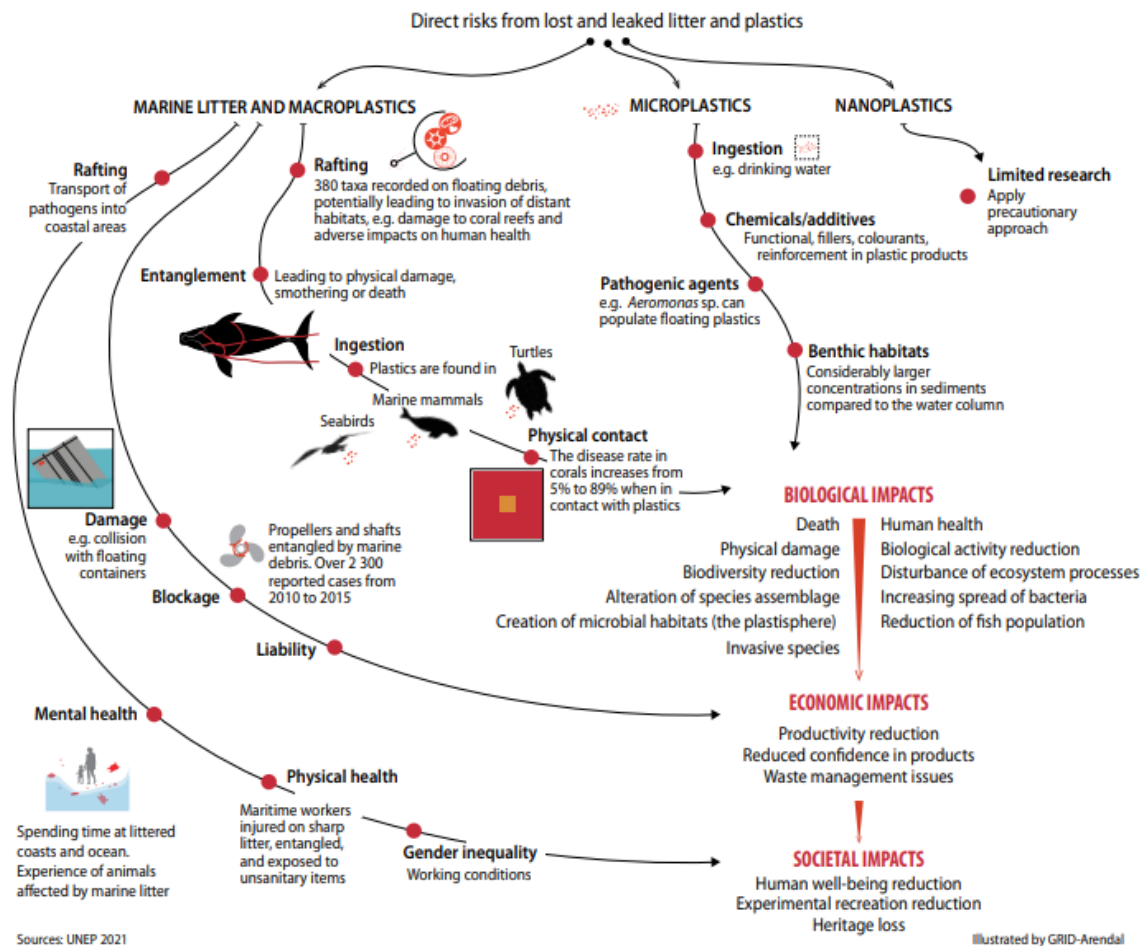


Figure 1. Direct risks and impacts of marine litter and plastic

Source: UN Environment Programme (2021). *From Pollution to Solution: A Global Assessment of Marine Litter and Plastic Pollution. Synthesis*, p.5.

In the Global Marine Assessment,ⁱⁱⁱ UNEP points out that:

- Plastics account for 85% of total marine waste;
- Emissions of plastic waste into aquatic environments are likely to nearly triple by 2040 unless meaningful action is taken;
- Marine litter and plastics pose a serious threat to all marine life,
- Marine litter and plastics influence climate and are threat multipliers; and
- Plastic recycling rates are less than 10%.

The Global Assessment identifies the absence of a global, binding, specific measurable target for limiting plastic pollution in the international policies agreed this Century^{iv}. The case for action is made more compelling when framed as an environmental-related financial risk:

“It is projected that by 2040 plastic leakage into the oceans could represent a US\$ 100 billion annual financial risk for businesses if governments require them to cover waste management costs at expected volumes and recyclability”^v.

UNEP acknowledges that concerted efforts at multiple levels are needed to move towards circularity with respect to plastic^{vi}. This is an area where the offshore marine contracting industry can and is playing its part. To this end, The Global Assessment contains a useful timeline of ‘selected marine litter and plastic pollution initiatives, laws and policies’^{vii} aimed at tackling this global challenge:

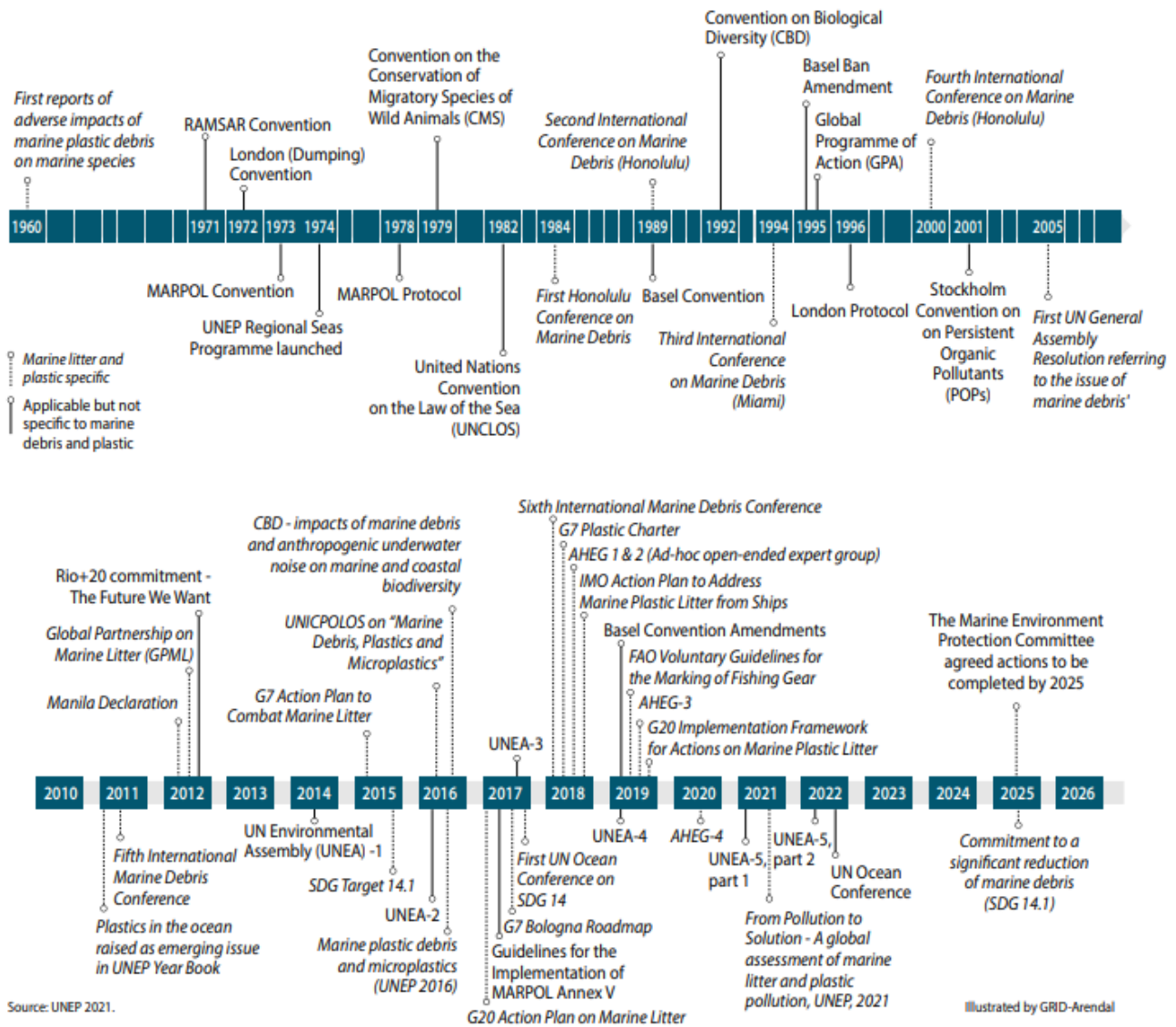


Figure 2. Timeline for selected international marine litter and plastic pollution initiatives, laws and policies
 Source: UN Environment Programme (2021). *From Pollution to Solution: A Global Assessment of Marine Litter and Plastic Pollution. Synthesis*, p.24

2 COVID-19 Pandemic as a Multiplier

The Global Assessment underlines that the plastic challenge is compounded by the COVID-19 pandemic. It is noted that the pandemic has resulted in plastic waste from personal protective equipment (PPE) and additional packaging being discarded into the environment, including the marine environment^{viii}.



How has the pandemic impacted on IMCA Members' efforts in this area? It has been recognised that the pandemic has been and accelerator that has had a catalytic effect on environmental sustainability... Fugro commented in the context of their plastic reduction programme and related toolkit, that "Despite a slow-down of implementation due to the pandemic, we have been able to make good progress"^{ix}. Similarly, Boskalis noted in its 2020 Sustainability Report that "While the COVID-19 pandemic stretched our focus, the urgency of delivering our economic value in a sustainable manner has never been higher"^x. This is echoed in many of the practical actions taken by their IMCA peers as described below.

3 Practical Actions by IMCA Members

This Environmental Bulletin builds on previous materials on plastics published by IMCA in 2019, notably:

- **Elimination of Employee-generated Single Use Plastic (ESB 01/19)** which showcased measures taken to eliminate employee-generated single use plastics from a member's facilities and vessels by the end of 2018. Measures included replacing plastic bottles with drinking fountains, where possible. There was a behavioural change component and the onboard management team needed to alleviate any concerns regarding water quality of potable water supplied. Other measures focused on decreasing plastic across the fleet, including beverage bottles, cups, plates, utensils and food containers. They included: making reusable barrier chains or using nylon or retractable belts systems as alternatives to barrier tape; and using absorbent protective floor coverings in high traffic areas and washable boot covers as alternatives to plastic covers. Each facility and vessel adopted a tailored approach, modifying its catering service and vending machine and direct purchase usage of targeted single use plastic items. Educational information was produced and progress communicated through quarterly newsletters.
- **Plastic Pollution Inspections (ESB 05/19)** describes a member's crew-generated initiative. It shares the good practice of conducting periodic and focused plastic pollution inspections on vessels. Improvements can be made through heightened awareness of plastics delivered to the vessels, and in encouraging correct disposal to reduce risk of plastic reaching the sea.
- **Plastics: A Briefing on Biodegradability (ESB 06/19)** introduces commonly used types of plastic, and the concepts of biodegradability and microplastics. It notes that biodegradability can be 'hindered or even stopped by conditions in the marine or subsea environment'. It further discusses compostable and bioplastics.

In addition to the above IMCA Environmental Bulletins, a review of IMCA Members' annual and sustainability reporting and websites offers a snapshot of further practical actions taken by them to play their part in tackling this global challenge. This is one of the ways in which IMCA Members can honour the **commitment** 'to protect and respect the environment' in the IMCA Code of Conduct. This shared commitment is often reiterated in the sustainability and annual reports of Members, e.g. DOF, in its 2020 Integrated Report, notes that as a responsible organisation they aim to "operate responsibly at sea with minimal impact upon the environment"^{xi}.

Waste and resources management, the circular economy and environmental responsibility in the supply chain are key areas where IMCA Members can take practical action related to plastics pollution. For several Members, these areas have been identified in **materiality assessments** as material topics. Saipem provides a useful definition of materiality by defining material topics as "matters...meaningful for [the company's] capacity to create long-term value to support the Company's strategy and in line with stakeholder evaluation"^{xii}.

A first practical action relates to both **setting a level of ambition and the use of targets**.

Various contractors have articulated their ambitions related to plastics. For example, Heerema Marine Contractors, in its Sustainability Roadmap, has an ambition of being 'Circular Heerema', which includes a focus on prevention, with the ambitions of no single-use plastics or supply chain plastics"^{xiii}. Ambitions can also be expressed as waste management targets. For example, TechnipFMC, in its 2020 Annual Report, stated its target of "10% of waste from [its] assets and projects is recycled and reused"^{xiv}.

Fugro has set a global target for "Fugro-generated plastics, the target is zero single-use plastic used"^{xv}. And SBM Offshore had set a target of reducing plastic waste offshore by 10%. SBM Offshore exceeded this target, achieving an 18% reduction and also linked the target to the UN Sustainable Development Goal 14 (Life Below Water), thereby showing alignment of efforts"^{xvi}.



Other examples of commitments include Subsea 7 “becoming a signatory to the UK Chamber of Shipping charter which seeks to eliminate non-essential single-use plastic”^{xvii}. Subsea 7, in its 2020 Sustainability Report, expressed their ambition to have zero single-use plastics onshore and offshore^{xviii} and their commitment to “remove at least four plastic categories from [their] operations onshore and offshore”. And McDermott committed, on World Oceans Day 2020, to “eliminate direct single use plastic consumption in [its] global marine fleet by the end of 2020”^{xix}. Maersk Supply Service, together with Maersk Group, also contributed to both World Oceans Day and World Clean Up Day^{xx}. These are practical examples of how heightening awareness internally can be achieved through **plastic waste reduction campaigns and initiatives**.



Others have made commitments through **participation in multistakeholder initiatives**, such as the United Nations Global Compact:

The UN Global Compact’s Ten Principles and its Sustainable Ocean Principles

Some IMCA Members or their parent companies are also members of the UN Global Compact (e.g. A.P. Moller – Maersk, EDF, Equinor, Hess Corporation, Neptune Energy, Oil and Gas Natural Corporation, Orsted, POSCO International Corporation, Premier Oil, PTT Exploration and Production Public Co., RWE, Saipem, ScottishPower, Serica Energy, Subsea 7, Suncor Energy Inc, TotalEnergies, Vattenfall, Wintershall Dea). The UN Global Compact supports companies to:

- Do business responsibly by aligning their strategies and operations with the Ten Principles on human rights, labour, environment and anti-corruption; and
- Take strategic actions to advance broader societal goals, such as the UN Sustainable Development Goals, with an emphasis on collaboration and innovation.

It has established the Sustainable Ocean Principles, providing a framework for responsible business practices across geographies and sectors ([Our Mission | UN Global Compact](#)). There are nine principles which signatories commit their company to adhere to as relevant to their business. There are four principles related to ocean health and productivity, including Principle 3 where the UN Global Compact purports companies should “Take action to prevent pollution affecting the ocean, reduce greenhouse gases emissions in their operations to prevent ocean warming and acidification, and work towards a circular economy” (<https://unglobalcompact.org/take-action/ocean/communication/sustainable-ocean-principles>).

Another example of a multistakeholder initiative is Allseas’ participation in the Community of Practice Plastic (CoPP). This initiative brings together government entities, private companies and academia to clean plastic waste from the rivers and waterways of South Holland Province^{xxi}.

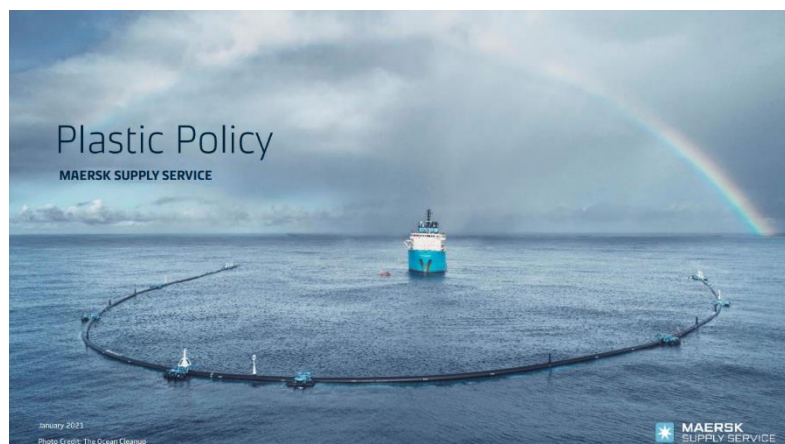


Maersk Supply Service have also created a collaborative partnership with **The Ocean Cleanup**, the ‘largest ocean clean up in history’. The Ocean Cleanup develops and scales technologies to rid the oceans of plastics. Maersk Supply Service embedded an employee in the not-for-profit organisation, whereby the employee offers marine support and knowledge to the continued development of the plastic cleaning system^{xxii}. Maersk Supply Service also managed and executed the tow and installation

of The Ocean Cleanup System’s 001, “a 600 m-long floating array with a screen designed to collect floating plastic debris for recycling”. It was installed at the Great Pacific Garbage Patch, 1,200 nautical miles from San Francisco^{xxiii}.

According to The Ocean Cleanup website, the successor to System 001, System 002 reached proof of technology on 20 October 2021^{xxiv}.

Another approach to tackling this challenge has been through the establishment of a **Plastic Policy**. For example,



Maersk Supply Service’s policy outlines their commitment and how they will work to reduce their plastic footprint, “actively tak[ing] part in solving this global environmental problem”^{xxv}. The policy includes three ‘navigating principles’:

- using their marine expertise to devise solutions to rid the oceans of plastics;
- avoiding unnecessary plastic; and
- engaging and collaborating with employers, suppliers, partners and customers to devise impactful solutions for industry.

As mentioned in previous Environmental Bulletins, plastic bottles have received attention from IMCA Members. For example, Saipem equipped its “FDS 2 vessel...with an on-board drinking water system, with a corresponding distribution system and a consequent reduction in the consumption of plastic bottles. This solution will soon be installed in other ships in the Saipem fleet”^{xxvi}. Similarly, Fugro noted that, in many of its locations, they were able to stop using plastic water bottles and disposable cups by introducing water dispensers and re-usable drinking cups^{xxvii}.

In 2020, Saipem developed a **Plastic Free Campaign** in their new offices in Milano Rogoredo. In 2021, they planned to establish a single-use plastics reduction programme, with targeted communications. Saipem have set the objective of each “Division identify[ing] a pilot site for the development of a **waste reduction roadmap** with a focus on eliminating single-use plastics”^{xxviii}. A **Single-Use Plastics Elimination project** was launched by TechnipFMC in 2018 with the aim of eliminating single-use plastics or substituting them with more sustainable and reusable items. The company monitored the percentage of locations implementing **single-use plastic elimination projects** in a given year: 86% of locations implemented single-use plastic elimination projects in 2020 in contrast to 76% in 2019 and 28% in 2018^{xxix}. Approaches taken to achieving plastic reduction targets include the **implementation of a ‘dedicated programme and toolkit’**, as done by Fugro to “replicate local successes around the world”^{xxx}.

Subsea 7 recognised a reliance on certain single-use plastic items, including “cable ties to secure loads safely and packing of items received from our suppliers”^{xxxi}. Saipem has also been undertaking **waste reduction projects**. For example their “offshore fleet, working in sensitive marine environments, is replacing all single-use plastic cups, cutlery and glasses in catering services partly with reusable materials and partly with single-use materials such as paper, cardboard and wood”, resulting in “significant reduction in plastic at source”^{xxxii}. McDermott also delivered “a major project to eliminate single-use plastic across [its] fleet”^{xxxiii}. They replaced “single-use water bottles with water jugs and glasses, providing employees mugs or glass bottles for use with water dispensers, and working with catering suppliers to eliminate single-use plastic food containers”^{xxxiv}.

Allseas is contributing to addressing the ‘global problem’ of plastics pollution through a **targeted initiative** where they have developed systems to collect waste in rivers and waterways before it reaches the sea and breaks up in microplastics. They have installed plastic waste collection systems for the Port of Antwerp, Belgium and for the Nieuwe Mass river in Rotterdam, the Netherlands^{xxxv}. Allseas secured funding for this SouPLess project through the EU LIFE Programme on environmental and climate action. The project’s aims are three-fold:

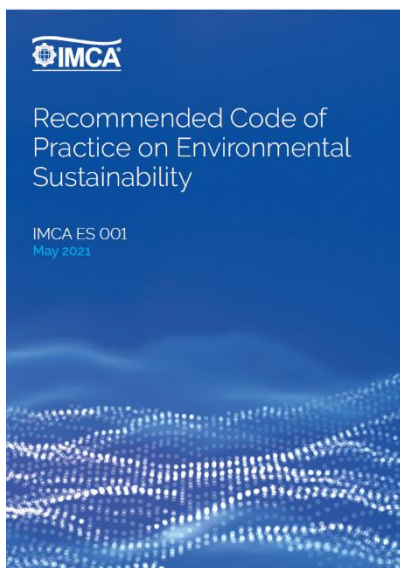
- firstly, to design and deploy sustainable systems to catch plastics in rivers across Europe;
- secondly, to optimise the efficiency of systems by predicting hotspots in plastic waste in rivers; and
- thirdly, to advise on the post-processing of the collected plastic^{xxxvi}.

Subsea 7 are “looking at ways to reduce...dependence on single-use plastics on [its] sites and vessels and within [its] supply chain”^{xxxvii}. Fugro has set a specific target related to the supply chain: “For the plastic Fugro receives via suppliers as packing material, the target is a 50% reduction”, and the company encourages “other parties in the

supply chain to reduce the use of plastics in their packaging^{xxxviii}. McDermott also committed to partnering with suppliers to reduce plastic waste from packaging^{xxxix}. Maersk Supply Services' efforts with suppliers on plastic waste are four-fold:

- firstly, to reduce plastic wrapping and other packaging waste;
- secondly, to consolidate shipments to enable less use of plastic per shipment;
- thirdly, to support and promote innovation in the supply chain, such as use of biodegradable materials to replace plastic PPE or other general consumables; and
- fourthly, to eliminate non-indispensable single use plastic^{xl}.

In Brazil, Maersk Supply Service collaborated with local consumables suppliers in the region to reduce the number of plastics used in wrapping and shipments, and included a **contractual clause** "under which the supplier commits to reduce the usage of plastics in the package of products delivered by 90%, passing this requirement to their main suppliers and subcontractors"^{xli}.



Many companies also set standards and expectations for supplier environmental performance in their **Supplier Codes of Conduct**. Boskalis, for example, builds on their Code of Conduct and works with its suppliers on a number of sustainability initiatives, such as "cradle-to-cradle and recycling concepts"^{xlii}. The importance of **cascading environmental objectives to the supply chain** is further emphasised in IMCA's **Recommended Code of Practice on Environmental Sustainability** (the Code). (<https://www.imca-int.com/committees/environmental-sustainability/>). In the Code, IMCA recommends **adoption of a circular economy approach** to both waste management and End-Of-Life Assets, applying the Ellen MacArthur Foundation's 9Rs Framework. This elaborates the waste hierarchy, which aims to move from a linear economy to a circular one. The circular economy construct is being embraced by some IMCA Members. For example, Saipem in their 2020 Sustainability Report note that its "sustainable business model has always envisaged and promoted responsible waste management practices and considers the circular economy to be a relevant and priority issue within its strategy"^{xliii}.

Two of the key **strategies in the 9Rs Framework** include waste reduction and reuse. Saipem, in its 2020 Sustainability Report, explains how these strategies have been applied to accrue sustainability benefits: "By reusing materials in subsequent production cycles and reducing waste, it is possible to create ever greater wealth, not only in economic terms but also, and above all, in terms of quality of life for an increasingly environmentally friendly future and culture"^{xliv}. Similarly, TechnipFMC explains in its 2020 Annual Report how they "strive for circularity in [its] business and operations by reducing material use at source, minimizing the volume of waste, and increasing recycling and reuse", and apply a lifecycle approach to their products and projects to 'maximise use while reducing waste'^{xlv}. One of the practical ways to help advance work on plastic reduction and the circular economy is through the **establishment of working groups**. For example, the circular economy workgroup was one of six sustainability workgroups active in McDermott in 2020^{xlvi}.

Saipem also takes into account environmental criteria in procurement, and encourages "use of low impact technologies considering their entire life cycle". Saipem have developed a related **Green Procurement Products/Services Guideline**^{xlvii}. Where possible, Helix Energy Solutions promotes the strategies of waste reduction and recycling. Its 2020 Corporate Sustainability Report emphasises the importance of **auditing**, noting that "Waste collected from any of our operations is only collected by reputable waste management companies that have [been] evaluated through our Company's audit systems"^{xlviii}.

A further area identified by Members which can aid in tackling the plastics problem is through **digitalisation**. Saipem note that "the rapid development of digitalisation processes which, in addition to innovating internal processes and increasing productivity, will lower costs and mark a major step forward in reducing waste"^{xlix}. In this respect, digitalisation can be seen as an enabler for environmental sustainability.

4 Conclusion

This Environmental Bulletin provided an overview of the extent of the plastics pollution challenge, drawing on the latest scientific evidence from UNEP’s Global Assessment. The Covid-19 pandemic has brought heightened attention to this issue and also served as a multiplier in terms of impact and attracting attention. Throughout this Environmental Bulletin several different approaches are shared which illustrate how IMCA Members have been taking practical steps to tackle this challenge.

IMCA’s Recommended Code of Practice on Environmental Sustainability encourages Members to both measure and disclose their progress on environmental sustainability. **Disclosure of progress** in tackling waste and resources management, including related to plastics is key. Maersk Supply Service explain how reporting fits with commitments made: “Providing a transparent overview of our progress in reducing plastic waste is part of our commitment”ⁱ. TechnipFMC use a **three-year scorecard** to track progress of its ESG Strategy. They point out that “This improved transparency and accountability will help us deliver tangible results in the short-term”ⁱⁱ.

Some IMCA Members have, for example, disclosed in accordance with recognised international frameworks and standards (e.g. CDP, GRI, SASB) thereby facilitating consistent, comparable and decision-useful information. For example, Saipem, disclose in accordance with the following relevant standards from the Global Reporting Initiative (GRI): Environmental and social responsibility – GRI 308: Supplier Environmental Assessment; Transition to a circular economy – GRI 306: Waste Management; and Recycling and reduce waste GRI 306: Effluents and Waste 2016 and GRI 306: Waste 2020. For more on voluntary reporting standards and frameworks, see Chapter 4 of the Code. Reporting is key for all material topics (see Figure 3 below) related to environmental sustainability.

Figure 3. Material environmental sustainability topics for the offshore marine contracting industry.



ⁱ UN Environment Programme (2021). *From Pollution to Solution: A Global Assessment of Marine Litter and Plastic Pollution*, p.7.

ⁱⁱ UN Environment Programme (2021). *From Pollution to Solution: A Global Assessment of Marine Litter and Plastic Pollution. Synthesis*, p.5.

ⁱⁱⁱ UN Environment Programme (2021). *From Pollution to Solution: A Global Assessment of Marine Litter and Plastic Pollution*, p.14.

^{iv} UN Environment Programme (2021). *From Pollution to Solution: A Global Assessment of Marine Litter and Plastic Pollution*, p.16.

^v UN Environment Programme (2021). *From Pollution to Solution: A Global Assessment of Marine Litter and Plastic Pollution – Synthesis*, p.4.

^{vi} UN Environment Programme (2021). *From Pollution to Solution: A Global Assessment of Marine Litter and Plastic Pollution – Synthesis*, p.24.

^{vii} *Ibid.*

^{viii} UN Environment Programme (2021). *From Pollution to Solution: A Global Assessment of Marine Litter and Plastic Pollution*, p.13.

^{ix} Fugro (2021). *Unlocking insights from Geo-Data, for a safe and livable world – Annual Report 2020*, p.53.

^x Boskalis (2021). *Sustainability Report 2020*, p.5.

^{xi} DOF (2021). *2020 Integrated Annual Report*, p.138

^{xii} Saipem (2021). *Ready for the Transition Enabling a Green Future - 2020 Sustainability Report*. See page 18.

^{xiii} Heerema Marine Contractors (2021). *Heerema Sustainability Report 2020*. See page 32.

^{xiv} TechnipFMC (2021). *Annual Report and Accounts 2020. Driving change in energy*, p.71.

-
- xv Fugro (2021). *Unlocking insights from Geo-Data, for a safe and livable world – Annual Report 2020*, p.53.
- xvi SBM Offshore (2021). *2020 SBM Offshore Annual | Report. Energy. Committed*, p.66
- xvii Subsea 7 (2021). *Delivering Sustainable Value Across the Energy Life Cycle – Sustainability Report 2020*, p.15.
- xviii *Ibid.*
- xix McDermott (2021). *Sustainability Report 2020*, p.29.
- xx Maersk Supply Service (2021). *Plastic Policy*. Available at https://www.maersksupplyservice.com/wp-content/uploads/2021/01/Maersk-Supply-Service-Plastic-Policy_-2021.pdf and accessed on 15 November 2021.
- xxi Allseas (2020). *Allseas join forces to clean Dutch rivers of plastic waste*. <https://allseas.com/news/allseas-joins-forces-to-clean-dutch-rivers-of-plastic-waste/> as accessed on 15 November 2021 and dated 11 June 2020
- xxii Maersk Supply Service (2021). *Plastic Policy*. Available at https://www.maersksupplyservice.com/wp-content/uploads/2021/01/Maersk-Supply-Service-Plastic-Policy_-2021.pdf and accessed on 15 November 2021.
- xxiii *Ibid.*
- xxiv <https://theoceancleanup.com/>
- xxv Maersk Supply Service (2021). *Plastic Policy*. Available at https://www.maersksupplyservice.com/wp-content/uploads/2021/01/Maersk-Supply-Service-Plastic-Policy_-2021.pdf and accessed on 15 November 2021.
- xxvi Saipem (2021). *Ready for the Transition Enabling a Green Future - 2020 Sustainability Report*, p.81.
- xxvii Fugro (2021). *Unlocking insights from Geo-Data, for a safe and livable world – Annual Report 2020*, p.53.
- xxviii Saipem (2021). *Ready for the Transition Enabling a Green Future - 2020 Sustainability Report*, p.58.
- xxix TechnipFMC (2021). *Annual Report and Accounts 2020. Driving change in energy*, p.68.
- xxx Fugro (2021). *Unlocking insights from Geo-Data, for a safe and livable world – Annual Report 2020*, p.53.
- xxxi Subsea 7 (2021). *Delivering Sustainable Value Across the Energy Life Cycle – Sustainability Report 2020*, p.14.
- xxxii Saipem (2021). *Ready for the Transition Enabling a Green Future - 2020 Sustainability Report*, p.81.
- xxxiii McDermott (2021). *Sustainability Report 2020*, p.25.
- xxxiv *Ibid.*
- xxxv Allseas (2021). *River Plastics Removal* webpage. <https://allseas.com/sustainability/river-plastics-removal-project/> as accessed on 15 November 2021
- xxxvi *Ibid.*
- xxxvii Subsea 7 (2021). *Delivering Sustainable Value Across the Energy Life Cycle – Sustainability Report 2020*, p.14.
- xxxviii Fugro (2021). *Unlocking insights from Geo-Data, for a safe and livable world – Annual Report 2020*, p.53.
- xxxix McDermott (2021). *Sustainability Report 2020*, p.29.
- xl Maersk Supply Service (2021). *Plastic Policy*. Available at https://www.maersksupplyservice.com/wp-content/uploads/2021/01/Maersk-Supply-Service-Plastic-Policy_-2021.pdf and accessed on 15 November 2021.
- xli *Ibid.*
- xlii Boskalis (2021). *Sustainability Report 2020*, p.82.
- xliiii Saipem (2021). *Ready for the Transition Enabling a Green Future - 2020 Sustainability Report*, p. 81.
- xliv *Ibid.*
- xlv TechnipFMC (2021). *Annual Report and Accounts 2020. Driving change in energy*, p.69.
- xlvi McDermott (2021). *Sustainability Report 2020*, p.9.
- xlvii Saipem (2021). *Ready for the Transition Enabling a Green Future - 2020 Sustainability Report*, p.62.
- xlviii Helix Energy Solutions (2021). *2020 Corporate Sustainability Report*, p.10
- xlix Saipem (2021). *Ready for the Transition Enabling a Green Future - 2020 Sustainability Report*, p.81.
- l Maersk Supply Service (2021). *Plastic Policy*. Available at https://www.maersksupplyservice.com/wp-content/uploads/2021/01/Maersk-Supply-Service-Plastic-Policy_-2021.pdf and accessed on 15 November 2021.
- li TechnipFMC (2021). *Annual Report and Accounts 2020. Driving change in energy*, p.71.