

Gender Pay Gap Report 2020



Petrofac Facilities Management Limited



Introduction

This report sets out the results of our fourth gender pay gap analysis calculated in line with UK disclosure regulations. The data outlined relates to Petrofac Facilities Management Limited (PFML), which predominately covers our North Sea Operations, Maintenance, Engineering and Consultancy business. The report also sets out the findings of additional analysis we have undertaken in order to better understand the underlying causes of our pay gap, as well as the initiatives we have implemented thus far to respond.

The following tables and charts illustrate our gender pay gap and bonus pay gap results for 2019/2020.



Our results

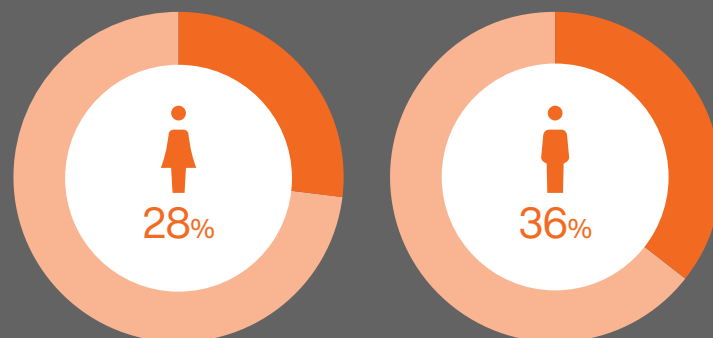
Pay and bonus pay

This table sets out our mean and median hourly gender pay gap based on hourly rates from a snapshot date of 5 April 2020, and our mean and median bonus pay gap based on all incentive pay in the 12 months previous to 5 April 2020.

The data set out here is a snapshot of our UK workforce, making up around 22% of our global workforce. In addition, in line with the regulations, it does not include data on the small number of personnel employed through Petrofac Services Limited.

Difference between men and women

	Mean	Median
Hourly rate of pay	35.7%	43.5%
Bonus pay	20%	-15.3%

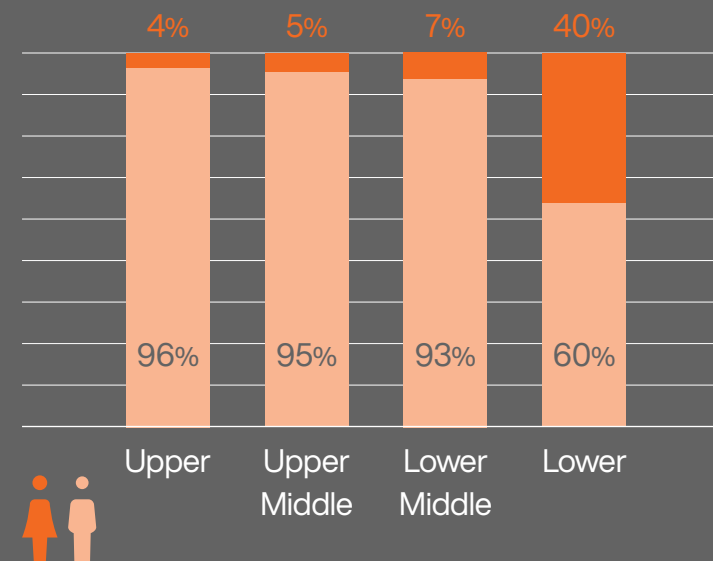


- Received a bonus %
- Did not receive a bonus %

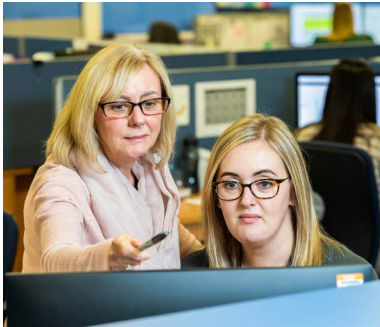
Proportion of men and women in each pay quartile

Pay quartiles

These charts illustrate the distribution of genders across four equally sized pay quartiles.



Analysing our gender pay gap



Our pay quartiles reflect the demographic of our workforce. The majority of employees working in the top three quartiles are men, many of whom hold Engineering roles that demand higher rates of pay in line with the increasing demand for engineering skills in the UK.

This is not unusual for our industry, which is traditionally male dominated; 84% of our employees in the UK are men and 16% are women. This composition is further influenced by the scale and structure of our offshore workforce, which accounts for 58% of our UK population. Women comprise only 1.4% of this group.

 30%

Our target of women
in senior roles

Overall, women are underrepresented at senior and professional levels within our UK population, which comprises a large number of technical and operations leadership roles. Women in our business generally assume manager and professional roles in non-technical areas such as Finance, Legal, HR and Supply Chain.

We are actively working to address this imbalance. Promoting positive change in a retrenched market with low organisational turnover and fewer growth and development opportunities, takes time, but we are committed to enabling sustainable improvement. We are already progressing well towards our target of 30% of women in senior roles – across the population on, or reporting to, our Group Executive Committee, 18.7% are female. The steps we have taken are outlined overleaf.

What are we already doing?

Our Group Executive Committee has sponsored a Group-wide organisational engagement plan. We are confident these actions will, in time, deliver positive incremental and sustainable improvements across our business globally, including within PFML.



We are targeting 30% of women in senior roles for the whole Group by 2030*. To help us reach this goal, we have set an interim target of 25% of women in senior roles by 2025. At the time of publishing this report, we have increased the number of senior women who are on, or report into, our Group Executive Committee by 18.7% since our last GPG report.



A mentoring programme for our high potential women has been formed to support them with their career progression. As part of this, each of our seven Group Executive Committee members are mentoring high potential females.



We have established a dedicated 'Developing Senior Female Leaders' course and completed our first intake with 18 women from across the Petrofac Group. This course aims to develop our global internal pipeline, helping women in middle management roles navigate their career and potential within Petrofac. It gives our women the required knowledge, organisational nous, and communication skills to build their networks, and understand their purpose.



We have launched mandatory Diversity & Inclusion training for all of our employees to complete by 30 April 2021. This training highlights the benefits of having a diverse and equal workforce.



We continue to educate our audiences as to the importance of Diversity & Inclusion. We have established a robust annual timetable of educational activities, awareness, and engagement events. In 2020 we implemented a dedicated programme of webinars, competitions and engaging materials for our Diversity & Inclusion week. Activities surrounding International Women in Engineering Day, International Women's Day, and other similar milestones, seek to maintain focus on this important topic across our audiences.



Our latest Graduate Recruitment Campaign resulted in 45% of graduates hired globally being women, of which 43% of those hired in PFML were women. We are committed to maintaining a strong focus on female graduate hiring in future global graduate recruitment campaigns.

*As defined by the Hampton-Alexander Review, 30% of our Executive Committee and direct reports to our Executive Committee will be women.

2021 initiatives

Internally, we have launched initiatives to help attract and retain female talent:



To ensure that the way we attract and retain talent fosters a greater gender balance, all managers and recruiters will undertake mandatory unconscious bias training. We will continue to evaluate our recruitment strategy and remain dedicated to including at least one female on every external recruitment shortlist for our senior roles. All vacancies are advertised using gender neutral language and flexible working options are provided, such as part-time, job share etc. External recruitment agencies that we use are also instructed to align with our Diversity & Inclusion efforts.



Employee Resource Groups will be established across our global population. Specifically, the creation of a women and allies networking group will help foster discussions that support women to achieve their full potential and provide networking opportunities across the Group.



Having proven our ability as an organisation to support mass home working, we have established two Think Tanks to help harness lessons from the coronavirus pandemic. The groups, which combine some of our brightest minds, are supporting us to consider future flexible working models that will help Petrofac become more family friendly.



The demonstrable impact of these initiatives will be monitored through the output of our annual engagement survey, PetroVoices, enabling us to measure the effectiveness of our Diversity & Inclusion journey and evaluate our progress.

2021 initiatives

Our external efforts focus on influencing greater balance at a grass roots and industry level:



We have signed up to the AXIS pledge which is committed to attracting, retaining, and developing a diverse workforce across all Oil and Gas companies in Aberdeen.



To help encourage more young women to consider STEM education, and an eventual career in engineering, we will invest in a programme of virtual educational and engagement events with local schools in our key UK locations. By raising awareness of the opportunities in the energy industry we believe we can influence a change at a grass roots level.



Declaration

I confirm that the gender pay gap calculations set out in this report are accurate and meet the requirements of the legislation.

Nick Shorten

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