

2021

Gender pay report
Worley, UK



Achieving gender balance and creating a culture of inclusion is important to us at Worley. We want everyone to feel that their contribution is valued. We shouldn't have to still talk about gender equality in 2021, but the reality is we are not there yet.

That's why we're building a strategy to achieve gender equality, with more women in senior leadership roles and across our workforce.

- We've set targets to recruit more women at all levels of our organization.
- We've made a public commitment to diversity and inclusion published on the POWERful Women Initiative [2].
- We've pledged to retain 30 percent female representation at board level and our current gender equal group executive.

At Worley, we are working to close the gender pay gap over time as this is key to a diverse and inclusive workforce.

Regional president

Brad Andrews



In this report:

Our UK team

Overview and key findings

Our gender pay gap targets

Addressing the UK gender pay gap

The data

Our UK team

We have more than 2,000 of the country's brightest minds delivering project and asset services for the energy, chemicals and resources sectors. We provide expertise in engineering, procurement and construction, as well as consulting services.

Every day we help our customers get one step closer to solving our planet's toughest issues, such as climate change, the energy transition, digital transformation and how we can deliver a more sustainable world.

Our people work mainly within one of three operating entities, reporting here under their respective business line names. Worley Europe Ltd – referred to in our previous report as Worley Energy & Chemical (E&C) Services UK. Worley Services UK Ltd – previously referred to as Worley Upstream, Midstream and LNG, Integrated Solutions (UMLIS) UK, and Worley Group Ltd – our people who transitioned to Worley from Jacobs Energy, Chemicals and Resources (ECR).

We are reporting these three business entities as we have headcounts in excess of 250 people for the reporting period. This is in line with the HMRC's (Her Majesty's Revenue and Customs) reporting requirements.



Overview and key findings

Due to the impact of the COVID-19 pandemic, we applied the government furlough scheme for 19 percent of Worley Services UK Ltd and 7 percent of Worley Europe employees.

In line with guidance for furloughed employees from HMRC, we have temporarily removed our furloughed employees from the report for the gender pay gap this year. This means we have reported on fewer of our lower paid male and female employees.

This has the impact of increasing the average pay of our predominantly male workforce in the 2021 gender pay report and has led to a widening of the pay gap in our Services business, where more employees were placed on furlough than in other businesses. We expect the furlough effect to be limited to this 2021 report, so we've provided data excluding the impact of furlough as a point of comparison.

Our Worley Europe Ltd business is reporting for the third year. We've seen

a narrowing of the mean pay gap of 3.9 percent, which would reduce to 1.5 percent, adjusting for the impact of furlough.

Our Worley Services UK Ltd business is reporting for the second year. This group has had demographic changes, resulting in a widening of the pay gap to 3.8 percent. If adjusted for furlough i.e. furlough workers included then it drops to 1.6 percent.

Our Worley Group Ltd business, which previously formed a small part of the Jacobs Gender Pay Report in 2020, is reporting for the first year. Because of this, we will not comment on this group until our 2022 report.

Reflective of our industry, we have proportionally fewer women in technical and senior roles, which are typically paid more. This imbalance is one of the reasons behind the gender pay gap. To address this imbalance we've set targets to hire more women across our business. We've made good progress over the last 12 months.



Our gender diversity targets

Our success depends on the diversity of our people, ideas, and experiences. We believe in the benefits of a diverse and inclusive workplace and are committed to improving gender balance.

We want our people to feel valued and respected, and to bring their whole selves to work, every day. That's why we're taking action to create a working environment where everyone has opportunities for growth and development.

This year, we've maintained several initiatives that make up our diversity and inclusion strategy as agreed by our leadership team.

Our goals are to:

- Increase gender diversity in project delivery teams at senior job levels. We'll do this by setting up learning sessions to understand barriers and implement initiatives to improve gender balance.
- Promote our people network groups. The Women of Worley network is an accessible and informative forum for discussion and networking.
- Hire at least 20 percent of women in senior positions, with buy-in from senior management teams.

Where do we stand now?

Last year members of our ECR team transitioned into Worley. This has led to payout of exceptional one-time bonuses for a number of senior people in Worley Group during the reporting period. The result has been a narrowing of the bonus gap, which we do not expect to see in future years.

Despite a widening of the pay gap in Worley Services UK Ltd this year, partly due to demographic changes within this group, there has been an improvement in the percentage of women in the top two pay

quartiles, as identified by the HMRC for UK Gender Pay Reporting.

Last year we produced targets for gender-based recruitment. As a result, we attained 46 percent female graduate hires globally. Our UK intake commences in September 2021, and we're on target to achieve 50 percent female graduate hires.

Moving forward we've committed to a more concerted roll-out of female progression throughout

the business. We're implementing KPIs specifically around gender targets.

In addition, we regularly conduct pay gap assessments across comparable roles within regions.

Addressing the UK gender pay gap

We're committed to improving the gender balance at all levels of our business and the industry. Our plan is to hire and retain more women in the UK, in line with our global approach.

We've implemented several measures to increase the proportion of women in our business. And we provide ongoing career support and opportunities to the women of Worley.

Supporting women in their early careers with graduate mentoring

Our graduate mentoring program helps improve the presence and advancement of women in our business. By sharing knowledge, skills, and experience, mentoring can help develop graduates' practical skills and helps fast-track the next generation of women.

Expanding our Women of Worley program

Through the Women of Worley program, we run regular workshops to define career progression opportunities locally and globally.

There are 2,000 Women of Worley in virtual and local networks around the world. We've also started a UK based chapter of the network.

Accelerating the growth of women in our business

We've also launched a new initiative to help women progress through our business. Our sponsorship program connects women at Worley with a male or female sponsor in a senior leadership position. Through regular workshops our aim is to provide opportunities for women to become future leaders.



Building awareness of unconscious bias through training

Unconscious bias can have a detrimental impact on women. For example, women often carry lower expectations and a lower opening position when negotiating their salary.

We're taking action to ensure all our processes reduce inherent bias. For example, we've launched a 'Train the Trainer' program to build awareness of unconscious bias at all levels of our business.

It features information sessions, which develop people's understanding of the common types of workplace bias and learn about stereotypes and assumptions.

Attracting more women to the industry

We're focusing on several STEM initiatives across the UK to encourage more women to join the industry. One way we're doing this is through our partnership with local primary schools.

We provide them with STEM work packs to highlight the work we do and inspire our next generation of engineers into the industry. Our aim is to increase the candidate pool and provide better gender balance.

Equal pay

We're committed to equal pay, and will continue to focus on addressing gender pay gap inequity where we find it.

Gender pay inequity happens when males and females who have the same skills, experience and performance are not paid equally for a similar role.



The data

	Worley Europe Ltd			Worley Services UK Ltd			Worley Group Ltd		
Element	Males	Females	Gap	Males	Females	Gap	Males	Females	Gap
Mean pay	40.33	28.12	30.3%	31.5	23.47	25.5%	37.52	26.75	28.7%
Median pay	37.29	23.95	35.8%	29.01	19.25	33.6%	35.33	23	34.9%
Mean bonus	33,522.18	12,599.17	62.4%	4,975.23	3,198.61	35.7%	22,016.79	22,222.14	3.6%
Median bonus	12,800	5,760	55%	3,942.43	2,170	45%	4,084.6	6,429.53	-57.4%
% rec. bonus	12%	5%		13.9%	30.7%		8.8%	5.5%	
Minimum to lower quartile	50.9%	49.1%		53.8%	46.2%		62.3%	37.7%	
Lower quartile to middle quartile	70.4%	29.6%		82.2%	17.8%		81%	19%	
Middle quartile to upper quartile	77.4%	22.6%		89.9%	10.1%		86.8%	13.2%	
Upper quartile to maximum	86.1%	13.9%		87%	13%		90.9%	9.1%	

Want to learn more about the UK Gender Pay reporting requirements? Find out more [here](#) on the HMRC website.



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