



# Worley Gender Pay Gap Statement for Australia

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FEBRUARY 2024

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**Gillian Cagney**  
President, Australia & New Zealand

Our purpose is delivering a more sustainable world, and the diversity of our teams has never been more important to achieving this. We continue to focus on women in our industry, making sure that pay, engagement, development and attraction processes are fair and equitable. We've participated in the Workplace Gender Equality Agency (WGEA) annual reporting since it started in 2012. It's provided us with an external benchmark to check our own progress and make sure our internal processes, metrics and governance are delivering on the intent of improving diversity. We welcome the expanded scorecard which provides further opportunities to compare our own progress to industry peers and other industries.

In Australia, Worley employs over 3,000 people directly. We're proud of the diversity of our teams who come from a wide range of expertise, locations and cultural backgrounds. To continue building on our efforts to achieve gender equity we have:

- set specific targets, which impact individuals' annual incentives, for our Australian leaders to increase the representation of women across senior and mid-level leadership roles
- continued to review our Parental Leave support to all parents with the most recent changes in 2023 resulting in all employees being able to access up to 18 weeks paid leave
- introduced our Family and Domestic Violence guideline in 2017, and recently conducted a review to ensure employees, particularly women, can access financial and non-financial support
- joined the Champions of Change Coalition in 2015. As a coalition of industry leaders, this allows us to learn and commit to addressing gender gaps globally.

The current gender pay gap for our business and industry presents an important opportunity for improvement. We are actively committed to strengthening the representation of women in senior roles across our business and ensuring our policy, practices and processes have a positive impact on our gender pay gap. As a leader at Worley and across our industry, I will continue to listen, learn and progress actions that have an impact.



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# An introduction to Worley and the team in Australia

Worley is a global professional services company of energy, chemicals and resources experts with around 49,000\* people across 45 countries. We're listed on the ASX and headquartered in Australia, and are bridging two worlds as we accelerate to more sustainable energy sources, while helping our customers provide the energy, chemicals and resources that society needs now.

We partner with our customers to deliver projects and create value over the life of their portfolio of assets. We solve complex problems by finding integrated data-centric solutions from the first stages of consulting and engineering to installation and commissioning, to the last stages of decommissioning and remediation.

**In Australia, we have two operational entities which are covered by this report:** Worley Services, and Worley Power Services. In the 22/23 reporting year, Worley Services included 2,564 employees in the Professional, Scientific and Technical Services industry (as classified by WGEA). In the same reporting year, Worley Power Services included 571 employees within the Electricity, Gas, Water and Waste Services industry (as classified by WGEA).

\*Our total figure includes all employment categories (employees and contingent/contract workers), while the figures used for this report include employees only.



# Overview of WGEA reporting



Annually, Australian private sector employers with 100 or more employees must report to the Workplace Gender Equality Agency (WGEA) with remuneration of employees and on the six Gender Equality Indicators each year by law. In early 2024, our gender pay gap (GPG) for Australian domiciled employees will be released publicly by WGEA for the first time. The gender pay gap provides a high level overview of the disparity in earnings between men and women.

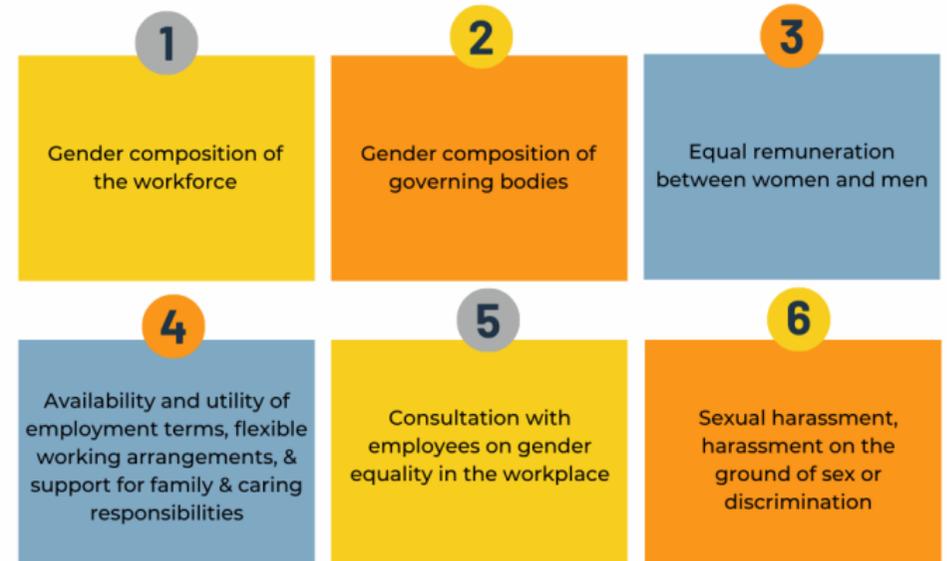
The WGEA submission is an external process which measures representation of women in the workforce and the average and median pay gaps between men and women. We have been completing WGEA submissions since 2014. WGEA analysis reviews our employee and remuneration data using their own methodology to understand the gender pay gap. Only employees residing in Australia are included, and all aspects of remuneration (salary, superannuation, incentives) are calculated as full time equivalent.

## There are two main methodologies for reporting on gender pay differences:

- The median gender pay gap, as reported to WGEA, refers to the difference in pay between men and women across a whole organization. It is influenced significantly by demographics, for example, the number of women represented at all levels in the organization. The median gender pay gap is the difference calculated by using the number that falls into the middle when women's and men's wages are lined up from smallest to largest.
- Gender pay equity, which is the measure we more commonly use for reporting internally, measures the extent to which we're paying people fairly in relation to each other, where they do similar work, with a comparable skillset, within the same tier and job family, and in a particular market.

The two methodologies vary in the data used and calculation, therefore each result in a different gender pay position for Australia.

## THE SIX Gender Equality Indicators



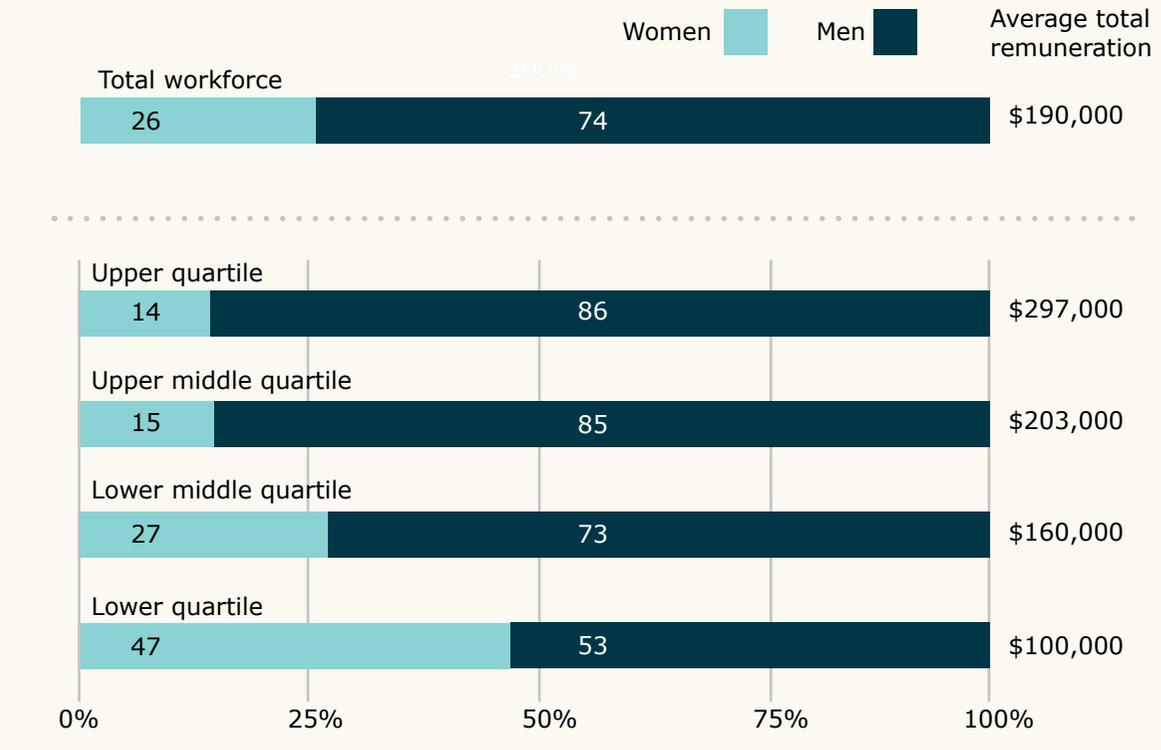
# Gender Pay Gap findings – Worley Services



Worley Services' median gender pay gap in Australia is 25% for base salary and 25.1% for total remuneration. The average pay gap is 21.2% for base salary and 21.5% for total remuneration. The gender pay gap has been steadily reducing over the past three years.

Worley Services has 26% women in the total Australian workforce with the highest proportion of women in the lowest quartile of pay, with lower representation at all other quartiles.

Gender pay gap	Worley
Median Base Salary GPG	25.0%
Average Base Salary GPG	21.2%
Median Total Remuneration GPG	25.1%
Average Total Remuneration GPG	21.5%



## How are gender composition quartiles calculated?

WGEA will publish employer workforce composition and average total remuneration by pay quartiles. This means providing data on the gender composition for the employer's highest paid quarter, upper middle quarter, lower middle quarter, and lowest paid quarter, along with the average total remuneration for each quartile. Quartiles are created by sorting employees based on their total remuneration from lowest to highest, dividing the employee list into equal quarters (top quartile, upper middle quartile, lower middle quartile and lowest paid quartile), then calculating the percentage of women and men and their average remuneration in each quarter.

## What do the quartiles show us?

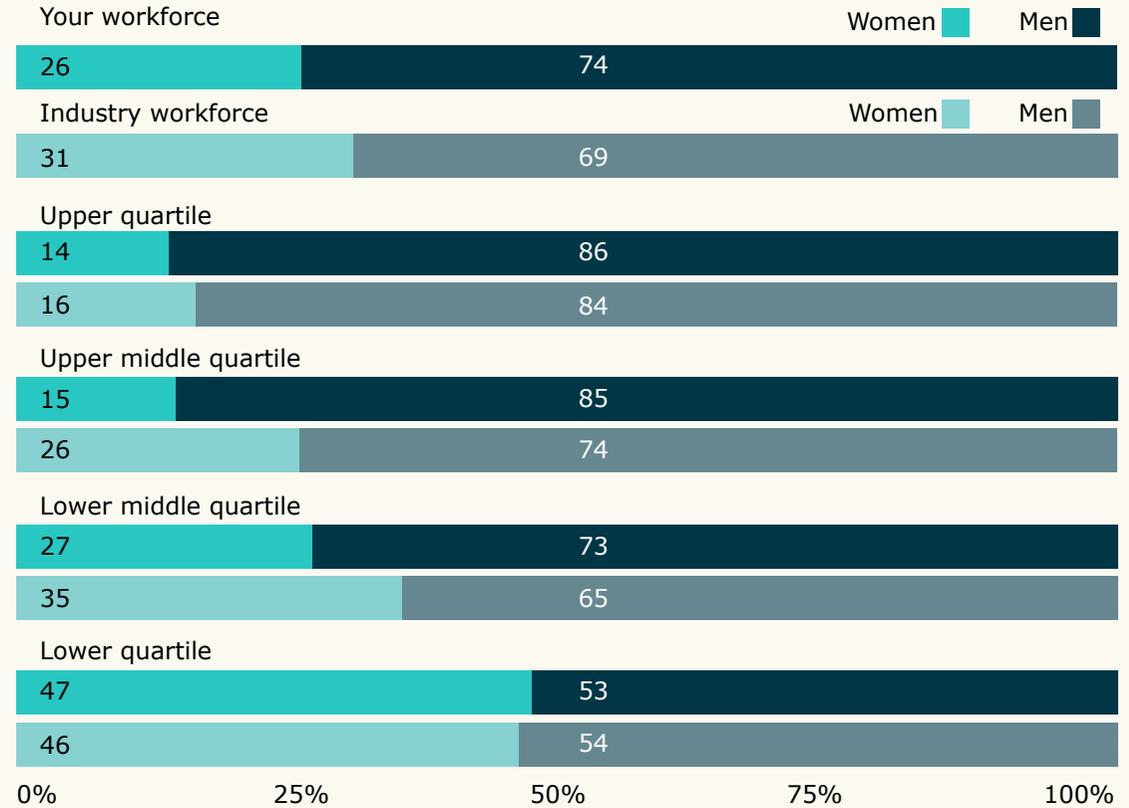
The quartiles highlight disparities in gender representation and remuneration, which are key drivers of gender pay gaps.

# Industry comparisons – Worley Services



For an industry benchmark comparison, we're included by WGEA in the Professional, Scientific and Technical Services industry and the Engineering Design and Engineering Consulting Services sub industry for 1,000-4,999 employees. Our results compared to the industry benchmark for the 2022-2023 reporting year show our gender pay gap is similar for average and median base salary and total remuneration. Our female representation in the workforce is lower than the industry benchmark, with the widest gap in the upper middle quartile.

Gender pay gap	Worley	Industry benchmark
Median Base Salary GPG	25.0%	24.2%
Average Base Salary GPG	21.2%	19.8%
Median Total Remuneration GPG	25.1%	25.1%
Average Total Remuneration GPG	21.5%	21.4%



# Industry comparisons – Worley Services



Our workforce compared to the industry comparison, is slightly lower ratio of women in the non-manager category, but the same ratio of women Managers. Only one of our key management personnel reside in Australia.

Gender composition by role	Worley workforce		Industry comparison group	
	Women	Men	Women	Men
Key Management Personnel (KMPs)*	0%	100%	26%	74%
Managers	22%	78%	22%	78%
Non-Managers	26%	74%	32%	68%
* Only 1 KMP is located in Australia				

Our workforce by employment status compared to the Industry comparison, is slightly lower for women in full-time and casual roles and higher for women in part-time roles.

Gender composition by employment status	Worley workforce		Industry comparison group	
	Women	Men	Women	Men
Full time	22%	78%	27%	73%
Part time	78%	22%	74%	26%
Casual	25%	75%	30%	70%

# Industry comparisons – Worley services



Our Board has a greater representation of women compared to the industry comparison. We had set a target for representation of women on the Board of 30% by FY2025, so have achieved this already and we're aiming to retain this.

Gender composition of Board	Worley Board		Industry comparison group	
	Women	Men	Women	Men
Board composition	38%*	62%	26%	74%

\*Data effective as at 1 January 2023

Our parental leave policy was below the industry comparison at the time the WGEA submission was completed (May 2023), however an updated Parental leave policy was already in draft at this time and was released on 1 July 2023, increasing paid parental leave to 18 weeks, which is higher than industry average.

Parental leave	Worley workforce	Industry comparison group
Offer paid parental leave	Yes	100%
Average weeks offered	12.0*	14.3
Superannuation paid	Yes	88%

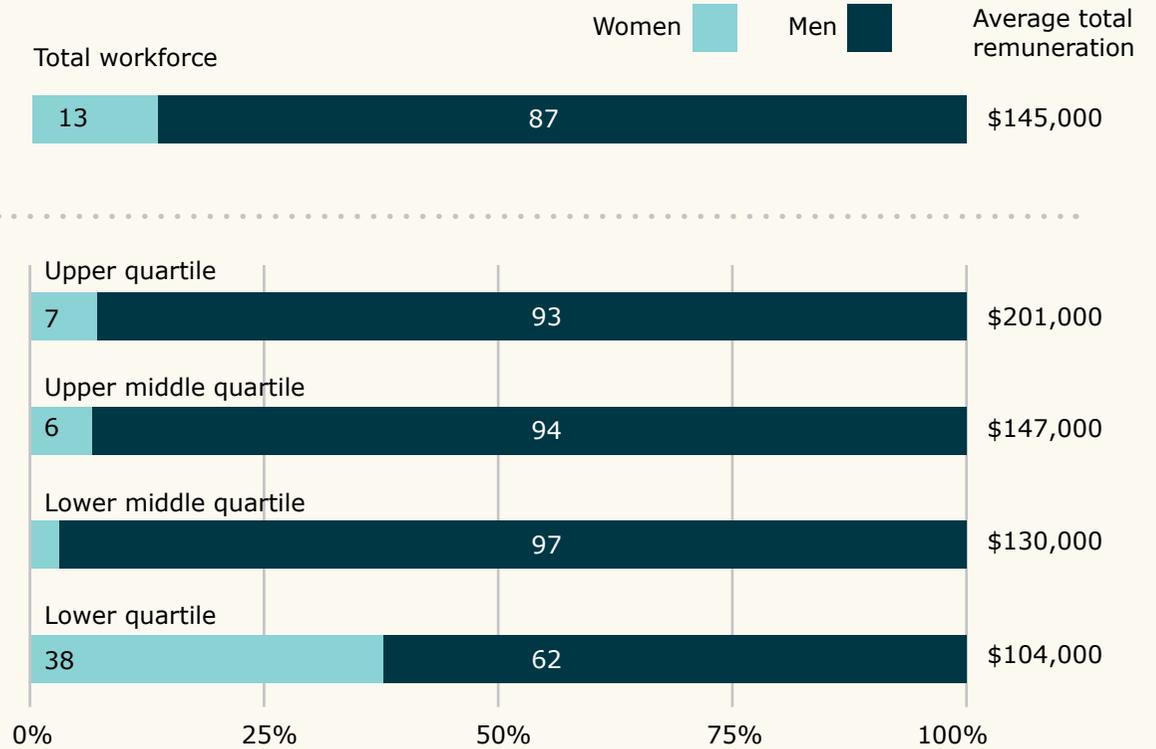
\*Updated to 18 weeks as at 1 July 2023

# Gender Pay Gap findings – Worley Power Services



Worley Power Services' median gender pay gap in Australia is 26.1% for base salary and 26.1% for total remuneration. The gender pay gap has been steadily reducing over the past three years.

Gender pay gap	Worley Power Services
Median Base Salary GPG	26.1%
Average Base Salary GPG	21.2%
Median Total Remuneration GPG	26.1%
Average Total Remuneration GPG	21.5%



As there are fewer than five organisations in our industry comparison group for Worley Power Services, WGEA are not able to produce an industry benchmark report. In future years, Worley Power Services will be rolled in to our broader Worley report.

# Our global progress on diversity, equity and inclusion



We assess pay equity annually and at key times throughout the year by comparing pay for men and women in like roles, to make sure that any variations are based on fair and assessable measures such as performance or experience. This approach to measuring pay equity allows leaders to make equitable pay decisions at the time they have the biggest impact. In conjunction with the WGEA gender pay gap analysis – looking at pay for all men versus all women – we also consider broader industry trends, and the impact that representation has on reaching pay equity. That’s why we have focused, and will continue to focus, on achieving gender balance in senior roles across our business through setting targets for our senior leaders.

Gender performance			
Indicator	Target	FY2022	FY2023
Board	30% women by FY2025	Achieved (33%)	Achieved (33%)*
Group Executive	Retain gender diversity by FY2025	Achieved (45%)	Achieved (45%)
Senior Leaders	20% by FY2025	16%	16%
Graduate intake	50% by FY2025	47%	48%
Entire workforce	-	18.6%	20.8%

\*Data effective as at 30 June 2023

# Our global progress on diversity, equity and inclusion



## We value diversity, equity and inclusion

A diverse team brings the ability to unlock solutions made possible with new ways of thinking, increased safety performance and broad ranging expertise.

With these positive outcomes, the organization can benefit from better performance (1) innovation (2) retention (3) and decision making (4), as well as improvements in safety metrics (5) (6) (7).

For us, diverse representation in our workforce means having a stronger, safer team and creates trailblazing, innovative solutions for our customers every day.

## We understand that representation is key and are working to achieve gender balance

We've set targets to recruit more women across senior levels of our global organization (Manager and above in Australia) and have established a programme of work to accelerate progress.

We've pledged to retain 30% female representation at board level, representing women at the highest levels of our organization (8).

## Pay equity is aligned to our values

Our desired culture is founded on our values and promotes a safe, inclusive and innovative work environment that inspires our people.

We're committed to equitable pay and we make sure our policies and practices support this commitment. We're also taking actions to progress against this commitment.

We regularly monitor gender pay equity differences and work to eliminate gender pay equity differences, where there is no valid reason for the difference.

## References:

1. Rock D and Grant H (2016) [Why diverse teams are smarter](#)
2. McKinsey 2019 [Diversity Wins: How Inclusion Matters](#)
3. McKinsey 2021 [Great Attrition or Great Attraction: The Choice is Yours](#)
4. Rock D and Grant H (2016) [Why diverse teams are smarter](#)
5. Bang D and Frith CD (2017) [Making Better Decisions in Groups](#)
6. The Courier Mail (2013) [Mining contractor wins right to advertise for female truck drivers because they 'improve a safety culture](#)
7. Women in Mining Canada (2016) [Welcoming to Women: An Action Plan for Canada's Mining Employers](#)
8. 2023 Worley Annual Report Global Gender performance (table on right)

# Worley's progress



Opportunity	Progress	Future focus
<p>We're focussed on increasing the numbers of women with engineering and technical skills, to improve the representation of women in engineering roles.</p>	<p>A new Worley WORC Program (Women's Opportunity to Reshape their Careers) piloted in 2023, which is a multi-faceted program looking at both entry pathways into our business for women as well as development pathways for women who are already in our organization. We have introduced and actively support the Women of Worley (WoW) network group that provides an avenue for women to seek connections within the business and recommend how to improve representation of women and their voice within Worley.</p> <p>Each year, we run multiple STEM days for the children of Worley employees. The engineers and designers of the future can visit our offices, see our workspaces and importantly partake in STEM related activities by age-appropriate groups covering ages 5 to 17 years old.</p>	<p>Increasing representation of women in project management roles as it strengthens profit and loss management and leadership skills. There are hot spots (roles) identified in Australia where gender diversity is being prioritized.</p>
<p>Retention of women in our business is a high priority, with opportunities for us to further develop women's careers and flexibility.</p>	<p>2023 saw the development of Playbooks on 'Inclusive Hiring' and 'Inclusive Workplaces' to support our leaders and decision makers. These included essential actions they can take in driving accountability to increase the number of women in leadership roles. Plus research headlines, links, and examples of how leaders can think through the actions they (and their team) are taking.</p>	<p>Developing new hiring standards that give us a consistent, research-based approach to tackling the many subtle and nuanced biases that can impact on the fairness of any hiring process.</p>

# Worley's progress



Opportunity	Progress	Future focus
<p>The location and nature of our global projects is evolving with more opportunities for a diverse range of applicants.</p>	<p>As technology advances and our span of projects widens, we're seeing greater opportunities for flexibility and working location is increasing diversity of applicants for roles.</p>	<p>We're reviewing our global mobility policies to make sure they are inclusive and support a diverse range of people to benefit from international assignments. We're also planning on reviewing our benefits with a diverse lens, to ensure they are inclusive.</p>
<p>We see an opportunity to increase representation of women in senior roles across our business globally.</p>	<p>We have recently communicated leader accountability for decisions on hiring and promoting women. We supported this through monthly tracking by each general executive member of all hires within their leadership population (whether internal promotion or external appointment) and quarterly reporting to the CEO and wider General Executive.</p> <p>In Australia, we also track this to senior manager level. Group level targets have been disaggregated into individualized targets for our senior team, tied to remuneration, and monitored by tailored dashboards.</p>	<p>We will continually strive to identify and address barriers or challenges that may prevent women from full participating and advancing in STEM careers, particularly senior roles within our business, to ensure our workplace remains inclusive and equitable for all.</p>



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