



Gender pay report

2023

Worley, UK

[worley.com](https://www.worley.com)



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

For Worley, diverse representation in our workforce means having a stronger team. With over 2,000 people in the UK, the culmination of these diverse and brilliant minds creates trailblazing, innovative solutions for our customers every day.

That's why we continue building on our efforts to achieve gender balance.

- We've set targets to recruit more women across senior levels of our global organization
- Our current Group Executive team is gender diverse.
- We've pledged to retain 30 percent female representation at board level, representing women at the highest levels of our organization.

We are proud that our mean base pay gap has decreased this year for all four of the entities covered by this Gender Pay Report. This reduction was achieved, in part, by a targeted gender pay budget in recent pay reviews. We will continue this in 2023 and are also exploring further measures to narrow the gap.

As President of UNCE (including the UK), I am committed to actively advancing our diversity and inclusion targets. I am in regular contact with our Women of Worley and STEM networks, who are a driving force behind positive change happening in Worley.

However, we recognize that we are not there yet. We continue to learn, improve, and remain laser-focused on our FY2025 gender equality goals.

President - UK, Nordics, Central Asia and Eastern Europe

Brad Andrews



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Our UK team

Globally, our 44,000 plus employees help customers across the energy, chemicals and resources sectors solve our planet's toughest challenges. Together, we tackle climate change, navigate the energy transition and keep pace with digital transformation.

In the UK, we have over 2,000 people delivering consulting, engineering, procurement and construction services. We help our customers shift their operations towards a more sustainable future with trailblazing solutions made possible by our diverse workforce.

This report covers the four businesses where we have the highest employee populations: Worley Europe Ltd, Worley Services UK Ltd, Worley Group Ltd and Worley Field Services. These four business entities have headcounts in excess of 250 people for the reporting period.

This is in line with the HMRC's (His Majesty's Revenue and Customs) reporting requirements.

This report is for the snapshot date of 5 April 2022.

Declaration

We confirm the gender pay gap data provided in this report is accurate.



Marcella Chambers
Remuneration Manager
Europe, Middle East, Africa



Bradley Andrews
President
UK, Nordics, Central Asia, Eastern Europe



Overview and key findings

Worley has narrowed the mean and median base pay gap this year across all UK business entities, apart from Worley Field Services' median which has increased for this reporting period.

The smallest mean base pay gap is in our **Worley Services UK** business. Those on furlough last year have qualified this year as Full Pay Relevant in Services. Pay is variable in Services offshore due to allowances, which vary. Looking only at onshore Services employees however, which is more stable in terms of fixed pay, we have improved the mean pay gap this year by 1.6%.

Worley Group has remained consistent year on year from a headcount standpoint. Five more women moved up a pay quartile this year versus last year. This population had 12 women promoted over the year, with only three moving back an HMRC pay quartile following their promotion.

Worley Europe has had 12 employees move to a lower pay quartile since last year but has seen 21 women promoted. New hires are coming into Worley Europe, so this population is more variable.

The population of our Worley Field Services business is around 93% male. 80% of this entity consists of Trade and Craft employees.

To narrow the equal pay gap, Worley has been targeting part of its base pay budget at women, where needed, in recent pay reviews.

In the **January 2022** pay review, higher increases were awarded to women in core roles across all UK entities. The focus on equal pay during pay review has started contributing to an improved mean pay gap across UK entities. Worley will continue this strategy in future.

The **bonus pay gap** varies each year and is heavily influenced by individual performance. This year, in Worley Group, around 10% of both men and women received a bonus. The mean bonus gap reduced by around 23%, but in 2021 the gap favoured men. In Worley Europe, the bonus gap increased. More employees overall received our annual bonus this year, but proportionately more women received a bonus during this reporting period.

The services industry sees proportionally fewer women overall represented, especially in technical and senior roles, which are typically paid more.

Worley is taking action to improve inclusiveness in our business globally and has publicly declared its gender equality goals (see next page).



Our global progress on diversity and inclusion

Throughout 2022, we continued to act on the Global Inclusion Survey results from 2021:

Over 460 leaders across the global business participated in **two inclusive leadership programs**.

The Inclusion for Performance leadership program targeted senior leaders in the business, including the Group Executive team. The immersive experience was facilitated by an external partner and included content sessions, 360-degree leadership assessments and structured conversations with people from underrepresented groups to learn from different lived experiences.

Our middle managers and other leaders participated in a social sprint-based program **called Inclusion Foundations**, which ran over 8 weeks.

We used an external partner to review four key global policies including remuneration, talent acquisition, internal mobility and parental leave. The review assessed fairness, as this was a strong theme to result from the global inclusion survey.

We also **partnered with a consultant to review our people network groups**, to better support them to strengthen their effectiveness and contribute to the global D&I goals. This review included looking at broader global D&I governance and strengthening to better support our diverse people.

We continued to focus on having unconscious bias conversations with over 3,100 people completing the first module, which explored introductory concepts around bias. Train the trainer for the second module, which focuses on the impact of bias, has also been completed.

We're also having increased conversations regarding feeling safe at work, with sexual harassment continuing to be a focus following a pilot project to map key actions in FY22, with intention to scale in 2023.



Leadership vision and capability



Fairness



Support our underrepresented people

Our global progress on diversity and inclusion



And are measuring our progress against our FY2025 gender equality targets:

Our gender equality progress update on our FY2025 targets

Role	Target for FY2025	FY2021 Result	FY2022 Result
Board composition	Have a Board composition of at least 30% women	Achieved	33% 4/12 women
Group Executive	Retain gender diversity of Group Executive	Achieved	45% 5/11 women
Senior Leaders	Increase the proportion of women in our Senior Leaders to 20%	16%	16%
Collective annual global graduate intake	Minimum of 50% women hires to support gender diversity in the general workplace	46%	47%

Gender diversity is defined as 40% women, 40% men and 20% either women or men or other.

Source: Worley Annual Report 2022

Diversity and Inclusion in the UK

As Worley in the UK continues to focus on its FY2025 Gender Equality targets, one area of focus is on strengthening our People Network Groups (PNGs), including Women Of Worley (WoW). In 2022 the UNCE region, which includes the UK had the following achievements in relation to PNGs:

- Hosted numerous listen & learn sessions across all employee groups
- Ran unconscious bias training across the region
- Implemented reversed mentoring for underrepresented groups
- Shared resources to help people lead physically and mentally well lives
- Inspired the next generation with events at schools and in our offices

In addition, the UNCE leadership team is acting on a number of initiatives in support of our FY2025 D&I Goals.

An example is Unconscious Bias training which has been rolled out in February 2023. Working with our Women of Worley PNG, Worley in UNCE has created a Menopause Action Group, which provides monthly drop-in calls on various topics including personal safety.

Worley drives a Global STEM initiative to promote Science, Technology, Engineering and Mathematics amongst young people.

The STEM network group at Worley is active and established across the UK, operating in six local locations. In 2022, the STEM team delivered 120 activities across the UNCE region (including UK). These involved 14,000 participants to students at primary, secondary and third education levels.



The data



	Worley Europe Ltd			Worley Services UK Ltd			Worley Group Ltd			Worley Field Services Ltd		
Element	Men	Women	Gap	Men	Women	Gap	Men	Women	Gap	Men	Women	Gap
Mean pay	41.37	30.40	26.5%	34.38	27.69	19.5%	38.41	28.61	25.5%	21.67	13.51	37.7%
Median pay	39.7	25.61	35.5%	32.12	23.07	28.2%	37.29	24.15	35.2%	20.69	12.42	39.9%
Delta median to mean			9.0%			8.7%			7.0%			2.3%
Mean bonus	28403.55	9355.83	67.1%	13657.05	7577.73	44.5%	21482.58	17398.24	19.0%	2669	641	76.0%
Median bonus	17228	5816.73	66.2%	8904.31	1100	87.7%	10231.74	9836.82	3.9%	628	641	-2.1%
% rec. bonus	14.2%	14.5%		8.1%	20.1%		11.0%	10.6%		2.3%	4.8%	
Minimum to lower quartile	53.6%	46.4%		43.0%	57.0%		56.4%	43.6%		77.0%	23.0%	
Lower quartile to middle quartile	68.0%	32.0%		84.0%	16.0%		79.8%	20.2%		97.3%	2.7%	
Middle quartile to upper quartile	80.4%	19.6%		87.4%	12.6%		84.0%	16.0%		98.6%	1.4%	
Upper quartile to maximum	85.6%	14.4%		78.0%	22.0%		89.2%	10.8%		100.0%	0.0%	

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

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