



UK Gender Pay Gap 2024

WORLEY

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Marino Barbi
Senior Vice President - UK



Our purpose is delivering a more sustainable world. To achieve this, we foster a safe, inclusive and innovative work environment that inspires our 49,000 people globally to deliver intelligent customer solutions. In the UK, 2,800 people across the country create innovative solutions for our customers every day.

Increasing the representation of women and leveraging that diversity remains a priority for us. As leader of our UK operations, I'm committed to driving progress towards our FY2025 diversity, equity and inclusion (DEI) targets. Between FY2020 and FY2025, we have targeted globally to have 20% of women in our most senior roles as well as 50% of our graduate population being women. In the UK in FY2023, 52% of graduates in the UK were women.

We continue to focus on achieving more gender balance in our global workforce. In FY2023, 48% of our graduates globally were female, up 1% from FY2022. In the 2022 and 2023 pay reviews, we promoted proportionately more women than men in the UK.

To narrow our UK gender pay gap, we have implemented several initiatives to improve our balance, and manage our employees equitably, irrespective of gender.

- Last year we launched our first global remuneration policy with a focus on gender pay equity.
- We also launched our first global pay equity training module for line managers, which has been completed to date by over a thousand of our line managers globally.
- Furthermore, we've introduced a company-wide recognition scheme, to celebrate our values and behaviours and empower peer to peer nominations. This has increased the number of people across the organization receiving a bonus. With over 6,600 recognitions to date in the UK alone, 59% were awarded to women.

We have refocused our approach to hiring and promoting women, ensuring our guidance is grounded in the latest research and evidence about what works and our hiring decisions are tracked and reported at the highest levels to promote accountability and transparency.

The improvements we make each year are encouraging, but there is still a great deal of work to be done. I'm committed to accelerating our progress and supporting our DEI strategy to achieve our UK targets.

By fostering an equitable work environment for diverse teams to thrive, I am confident we will make sustainable transformation a reality.





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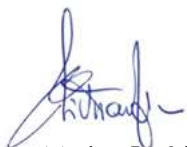
Our UK team

Our world and the markets we serve are changing. In the face of the world's energy transition to a lower carbon and distributed energy system, we're partnering with governments, communities, organizations, academia, and our peers to find ways to make sustainable transformation a reality. In the UK, our people are delivering consulting, engineering, procurement and construction services, creating practical solutions for our customers.

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 report is for the snapshot date of 5 April 2023.

Declaration

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



Marino Barbi
Senior Vice President - UK



Marcella Chambers
Remuneration Manager
Europe, Middle East, Africa



Overview and key findings



The representation of women in Worley has increased in Worley Group and Worley Services in the 2023 report by just over a half a percent, and just under 2% in Worley Field Services, showing our progress towards more gender balance at Worley.

The mean base pay gap has reduced in Worley Group to 22% this year versus 25.5% for 2023, an improvement of 3.5%. Worley Group is closed to new hires, who are now employed by Worley Europe. Worley Europe has seen a drop in its mean pay gap of 1.7% and of its median gap of 3.7%. However, the mean pay gap has widened by 3.4% in Worley Services, and by just over 2% in Worley Field Services.

We continue to focus on representation of women and on addressing pay gaps of women versus men. In the UK in October 2022, women's pay improved by 6.2% on average, whilst men's pay increased by 4.5%. This trend has continued in our 2023 pay review.

We have seen some improvement in women's pay at Worley UK in this reporting period, with Worley Services reporting around a 3% improvement in the HMRC's Q2 and Q3 quartile for women and a reduction of 1.7% in HMRC's fourth pay quartile this year for women in Worley Group. By contrast, Worley Services had fewer women in the highest quartile in this reporting period versus 2023. In Worley Europe, overall 13% of women moved to a higher HMRC pay quartile, versus 9.5% of men.

Mean and median pay gaps:

Entity	2024 mean pay gap	2023 mean pay gap	change
Worley Group	22.0%	25.5%	↓
Worley Europe	24.8%	26.5%	↓
Worley Services	22.9%	19.5%	↑
Worley Field Services	39.8%	37.7%	↑

Entity	2024 median pay gap	2023 median pay gap	change
Worley Group	35.8%	35.2%	↑
Worley Europe	31.7%	35.5%	↓
Worley Services	30.8%	28.2%	↑
Worley Field Services	39.5%	39.9%	↓

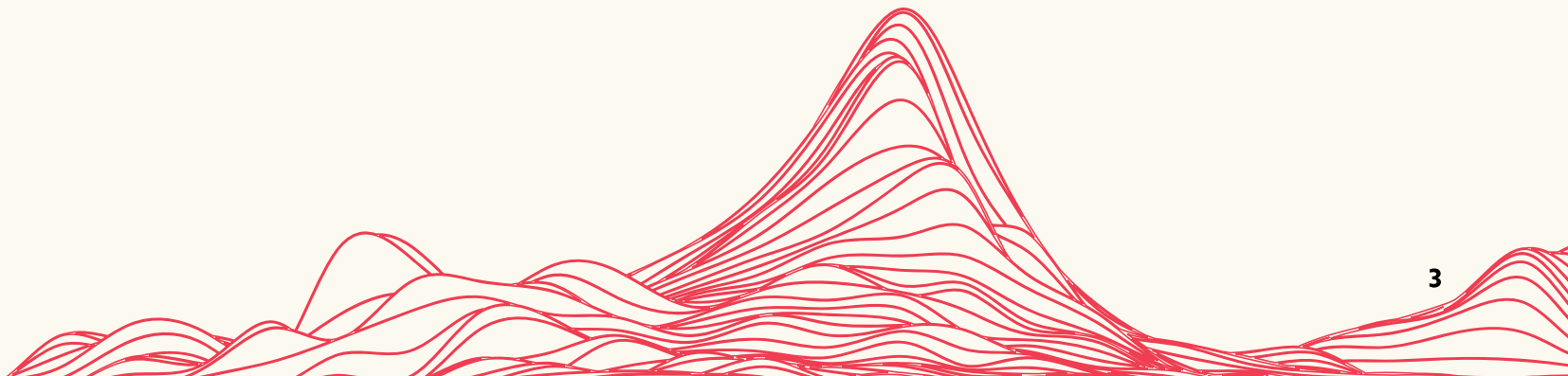
Overview and key findings



The bonus gap has varied greatly year on year as we have reported mainly the senior leaders' bonus plan (short term incentive plan), where individual performance is a key driver. However, for the first time, this report includes other bonuses, the most significant being Worley's recently introduced recognition program, Appreciate, based on celebrating our values and behaviours. This has had the impact of increasing the percentage of women and men receiving bonus, but reduced the average and median bonus amounts. The introduction of Appreciate has led to higher percentages of women receiving bonus in absolute terms in the UK.

UK bonus pay gap:

Entity	Mean gap 2024	Mean gap 2023	change	% of women receiving bonus in 2024	% of women receiving bonus in 2023	% of men receiving bonus in 2024	% of men receiving bonus in 2023
Worley Group	-5.0%	22.1%	↓	74.4%	10.6%	54.9%	11.0%
Worley Europe	63.5%	67.1%	↓	47.3%	14.5%	39.2%	14.2%
Worley Services	32.42%	44.5%	↓	53.4%	20.1%	23.7%	8.1%
Worley Field Services	11.1%	76%	↓	30%	4.8%	4%	2.3%



Our global progress on diversity, equity and inclusion (DEI)



PROGRESSION TOWARDS GENDER BALANCE REMAINS A KEY FOCUS OF OUR DIVERSITY, EQUITY AND INCLUSION STRATEGY.

In FY23, 48% of graduates recruited globally were women, and 33% of our board are women.

We have a target of 20% of women in senior leadership roles by 2025. To accelerate progress we have implemented the following steps, based on accountability, data tracking and best practice guidance:

- Our leaders are now accountable for their decisions when it comes to hiring and promoting women. This is achieved through monthly tracking by each GE member of all hires within their leadership population (whether internal promotion or external appointment) and quarterly reporting to the CEO and wider general executive.
- Our group level targets have been disaggregated into individualized targets for our senior team, tied to remuneration, and monitored by tailored dashboards.
- To support our leaders and decision makers, we created playbooks on inclusive hiring and inclusive workplaces. These include a list of essential actions our leaders can take in driving accountability to increase the number of women in leadership roles, as well as research headlines, links, and examples of how leaders can think through the actions they (and their team) are taking.
- We are also developing new hiring standards that ensure a consistent, research-based approach to tackling the many subtle and nuanced biases that can impact on the fairness of any hiring process.



Our global progress on diversity, equity and inclusion (DEI)

In 2023, we launched a global listening survey with our people: BeHeard! Over 65% of our eligible survey population responded and gave feedback on what it was like to work at Worley. Of these, 71% of identified female respondents told us that as an organization we foster a safe, inclusive work environment that inspires our people and 82% expressed pride in working for Worley. The survey also showed room for improvement. A lower percentage of women (64%) stated that we attract and retain top talent from diverse backgrounds. However, our overall Inclusion Index score was 74% for all of Worley (on par with the global Qualtrics benchmark of 74%), with females 72% strongly agreeing or agreeing that they feel a sense of belonging at Worley.

Apart from the introduction of our first global remuneration policy last year, and the launch of our pay equity training module to line managers, we focus continually on opportunities to achieve greater gender balance and pay equity for women.

We will continue to implement separate annual pay budgets supporting gender pay equity as this has focused pay budget spend where needed at women. The next opportunity is the October 2024 pay review.



Diversity, Equity and Inclusion in the UK

In addition, the EUCA leadership team, of which the UK is part, is acting to drive our FY2025 DE&I Goals. In FY2023, 52% of our graduate intake in the UK were women. In FY2024, our target is to reach 15% of our most senior leadership roles being held by women in the UK, and 53% of our graduate intake to be women.

Across the UK we actively drive our global STEM goals to promote science, technology, engineering and mathematics amongst young people, aspiring to:

- Do our part, as a large global solutions provider, to inspire young people to pursue careers in STEM (particularly engineering)
- Support the creation of a pipeline of talent into our industry and our business
- Deliver a diverse and inclusive future workforce
- Attract fresh minds to join our talent pool and be part of delivering a more sustainable world

Our STEM network group is active and established across the UK, operating in six locations. In 2023, 2730 volunteer hours delivered 83 activities to around 6,000 participants at six locations across the UK, Baku and Copenhagen.



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	41.14	30.93	24.8%	36.8	28.39	22.9%	39.86	31.09	22.0%	22.21	13.36	39.8%
Median pay	38.98	26.61	31.7%	24.53	35.45	30.8%	39.92	25.64	35.8%	21.25	12.86	39.5%
Delta median to mean			6.9%			7.9%			13.8%			-0.3%
Mean bonus	7844.97	2860.55	63.5%	4995.9	3376.47	32.4%	4605.71	4834.32	-5.0%	341.57	303.66	11.1%
Median bonus	350	112.2	67.9%	600	242.04	59.7%	225.38	175.66	22.1%	350	350	0.0%
% rec. bonus	39.2%	47.3%		23.7%	53.4%		54.9%	74.4%		4.0%	30.0%	
Minimum to lower quartile	56.5%	43.5%		42.6%	57.4%		53.1%	46.9%		69.0%	31.0%	
Lower quartile to middle quartile	71.3%	28.7%		81.0%	19.0%		82.5%	17.5%		96.6%	3.4%	
Middle quartile to upper quartile	81.6%	18.4%		84.5%	15.5%		83.8%	16.3%		100.0%	0.0%	
Upper quartile to maximum	86.6%	13.4%		82.1%	17.9%		87.5%	12.5%		100.0%	0.0%	



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