

GENDER PAY GAP REPORT 2018

PETROFAC FACILITIES MANAGEMENT LIMITED

This report sets out the results of our second gender pay gap analysis calculated in line with UK disclosure regulations. This relates to Petrofac Facilities Management Limited (PFML), which predominately covers our North Sea Operations, Maintenance and Engineering 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.



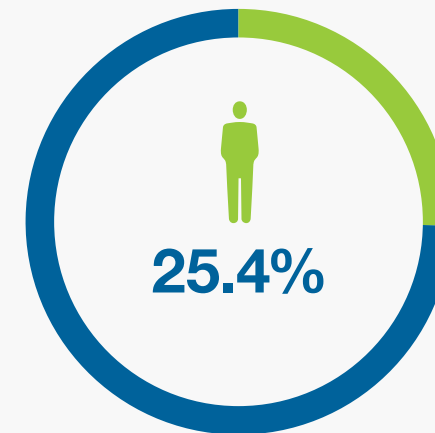
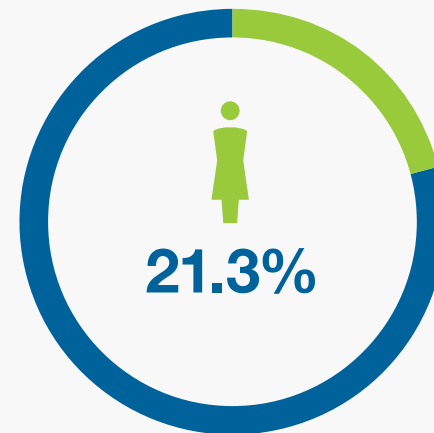
Our results

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 2018, and our mean and median bonus pay gap based on all incentive pay in the 12 months previous to 5 April 2018.

Difference between men and women

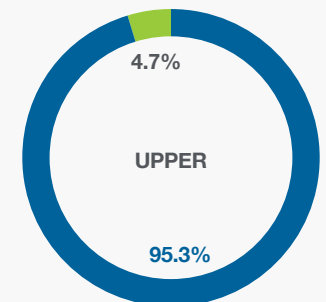
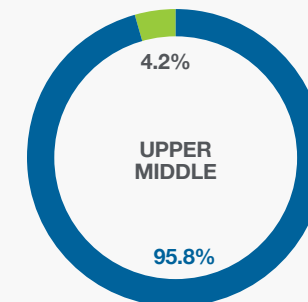
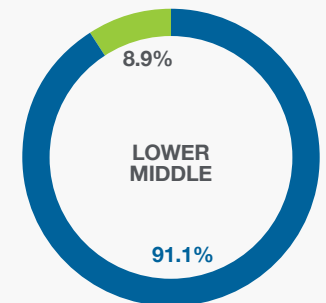
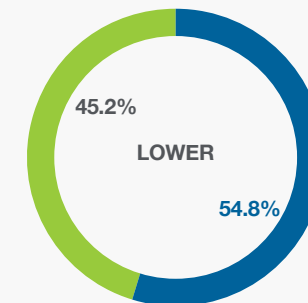
	MEAN	MEDIAN
Hourly rate of pay	36.1%	43.4%
Bonus pay	12.6%	31.0%



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

Proportion of males and females in each pay quartile

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



The data set out here is a snapshot of our UK workforce, making up around 21% 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.

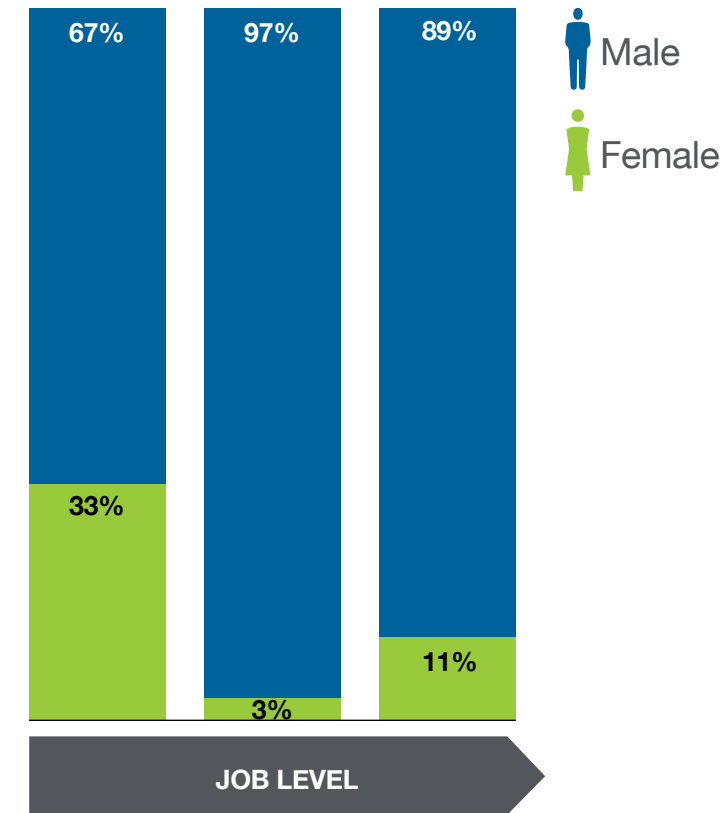


Analysing our Gender Pay Gap

Our pay quartiles demonstrate that whilst Petrofac has a significant gender pay gap, this is largely skewed by demographics, where the majority of employees in the top two pay quartiles are men in senior professional level grades.

Our industry has traditionally been male dominated and this is reflected in our UK workforce where 84% of our employees are male and 16% are female.

This is further influenced by the scale and structure of our offshore workforce. 63% of our UK employees are based offshore or onsite and only 2% of this population is female. This is not an uncommon picture across our industry. Offshore and onsite roles generally receive higher pay and the workforce is predominantly male. The separate gender pay gaps between onshore and offshore/onsite are both lower than when combined into the final figure.



Overall, females are under represented at senior and professional levels within our UK organisation as depicted by the graphic above. This is prominent in technical and operations leadership roles. Where we have females at manager or professional levels this tends to be in non-technical areas such as Finance, Legal, HR and Supply Chain.



2018 Rising Star Award winner Eilidh Snadden receiving her award from Group HR Director Des Thurlby.

To conclude, the challenge we face is gender parity within our organisational structure. We need to ensure stronger representation at the more senior professional levels going forward.

This has been more challenging in recent years due to the difficulty in promoting such change in a retrenched market, with low organisational turnover and few growth and development opportunities. However, actions listed on the following page, both current and going forward, are designed to enable positive change and sustainable improvement.



Current progress and beyond

What are we already doing?

These changes are sponsored by the Board and Executive Committee. As part of an active organisational engagement plan, we are confident these actions will in time deliver positive incremental and sustainable improvements which will contribute to the future success of the Company.



We enhanced our UK maternity leave policy in 2018.



We continue to partner with the Royal Academy of Engineering STEM Teacher Connectors project.



We introduced the Petrofac Workforce Forum, with women elected to six of the 12 positions.



The Board Nominations Committee actively reviews senior management and emerging talent, including gender mix.



We actively monitor pay levels for jobs at every level to ensure there are no unjustifiable or structural differences in pay between men and women.



We work with external partners to provide coaching and mentoring support for our high potential female employees.

Initiatives in 2019



We are opening up dialogue between our female workforce and management, to make sure that our workplaces, policies and culture are truly representative of a modern company.



Our 2019 Graduate Recruitment Campaign received 20% female applicants, and we're committing to increasing our intake of female graduates.



We will review our performance management, talent, succession and associated reward processes to ensure they are fully inclusive and support gender equality.

PETROFAC FACILITIES MANAGEMENT LIMITED

Bridge View
1 North Esplanade West
Aberdeen, AB11 5QF
United Kingdom

www.petrofac.com

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