

# Gender Pay Gap Report 2024

Petrofac Facilities Management Limited

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# Introduction

**Our strong focus on diversity and inclusion has enabled us to grow as an organisation, as well as supporting our people to flourish as our greatest asset.**

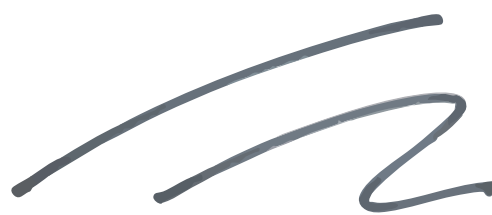
In 2023, we achieved our global target of 30% of women in senior management roles by 2025 – two years ahead of schedule. That number continues to grow steadily, with 32.9% of women in senior management roles in 2024. Building on a range of initiatives, we remain committed to strengthening diversity from within, as well as through our external recruitment process. These are actions that underscore our commitment to creating a balanced and inclusive leadership pipeline.

The energy industry remains a challenging labour market, which is traditionally male dominated. With a strong backlog, and new contracts forecast, we are gearing up for growth which will be supported by our approach to succession planning, as well as initiatives that support a balanced workforce.

This report summarises our gender pay gap analysis, calculated in line with UK disclosure regulations, for Petrofac Facilities Management (PFML).

## Declaration

I confirm that the gender pay gap calculations set out in this report are accurate and meet the requirements of the legislation.



**John Pearson**  
Chief Operating Officer  
1 North Esplanade West  
Aberdeen AB11 5QF, UK

## What is gender pay gap reporting?

Companies with more than 100 employees must report annually on the gender pay gap within their UK workforce, calculated through formulas set by parliament. They share the average salary of all men and women in the organisation, showing both the mean average and the median average. Additionally, they show the average mean and median bonus of all men and women. The data highlights gaps between the average pay and/or bonus of men and women. This does not mean that women are paid less than men for doing the same work – we work hard to ensure our pay is fair and unbiased – however, it does focus attention on the fact that we have fewer women in high paid or bonus eligible roles.

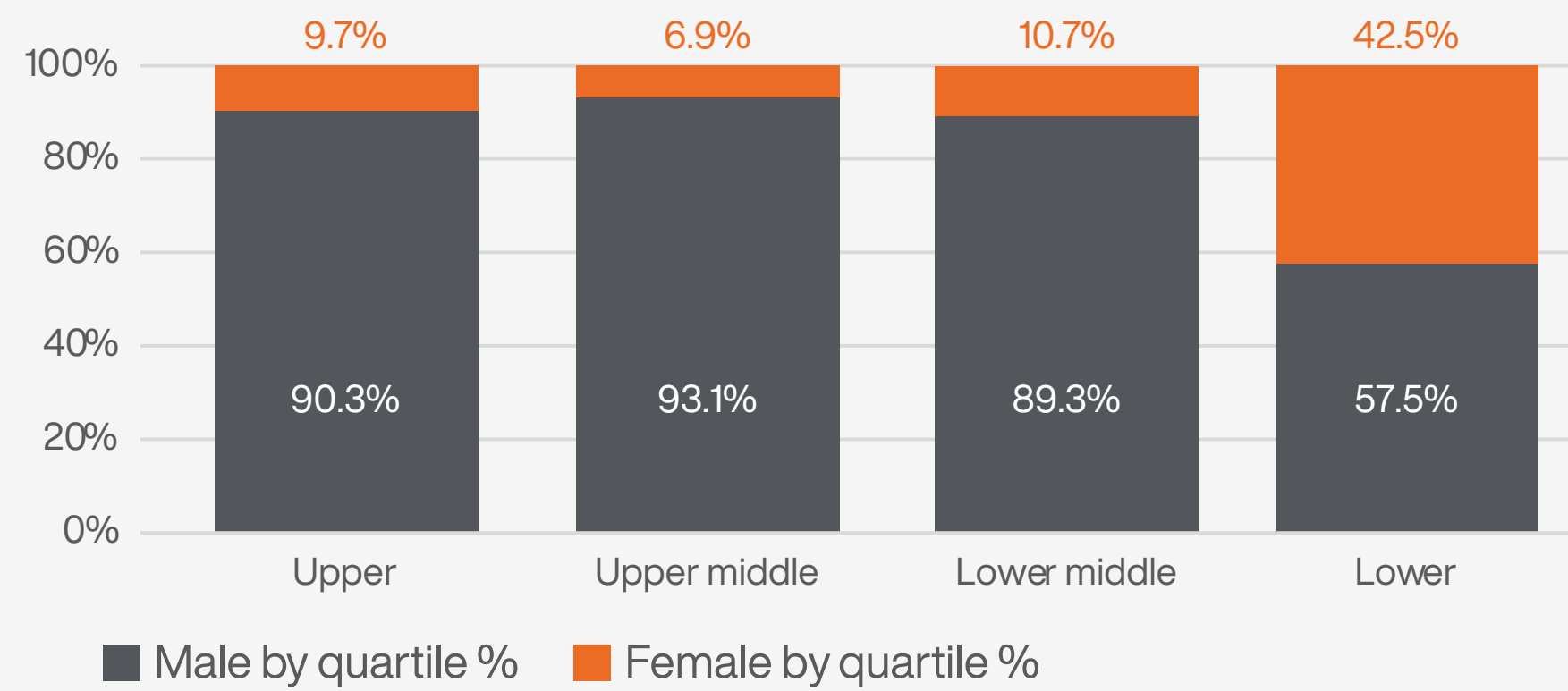
By its very nature, our industry has far more male than female employees – a structural challenge across the board. Very few women work offshore, where the highest paid roles tend to be, with bonuses traditionally paid to offshore and/or higher graded personnel. The pay gap will only be eliminated through a more even distribution of men and women in all roles and levels across organisations, which is a very long-term challenge.

We welcome the insights that gender pay gap reporting provides; it focuses our attention on our workforce demographics to ensure that we consistently make progress on our long-term target to eliminate gaps.

# Our results

This chart illustrates the distribution of genders across four equally sized pay quartiles.

### Proportion of men and women in each pay quartile



This is impacted by the scale and structure of our offshore workforce, which accounts for 51% of our UK workforce – an industry which is traditionally male-dominated.



# Analysing our gender pay gap

**Our mean gender pay gap has increased marginally since our 2023 report; however, over the last six years this has decreased by 10%.**

The mean bonus gap has increased from 26.6% in 2023 to 29.3% in 2024. However, great progress has been made on the median bonus gap which has decreased from 22.3% in 2023 to 7.8% in 2024.

Reported numbers reflect the demographics of our workforce. Our North Sea operations remain an overwhelmingly male population (women account for only 1.2% of the offshore workforce, compared to 18% throughout the UK workforce), and there are fewer women at senior levels (where pay and bonuses are higher).

We continue to strive to recruit, retain and develop women in our business in order to combat these factors. Our global female headcount has increased from 10.0% in 2019 to 17.2% of total employees in 2024. Globally, we have also already surpassed our target of 30% of women in senior roles by 2025, currently sitting at 32.9%.

The disparity between genders is reflective of the wider industry; however, we believe the actions and strategic direction we are taking will continue to drive a steady and sustained narrowing of our gender pay gap over the coming years.

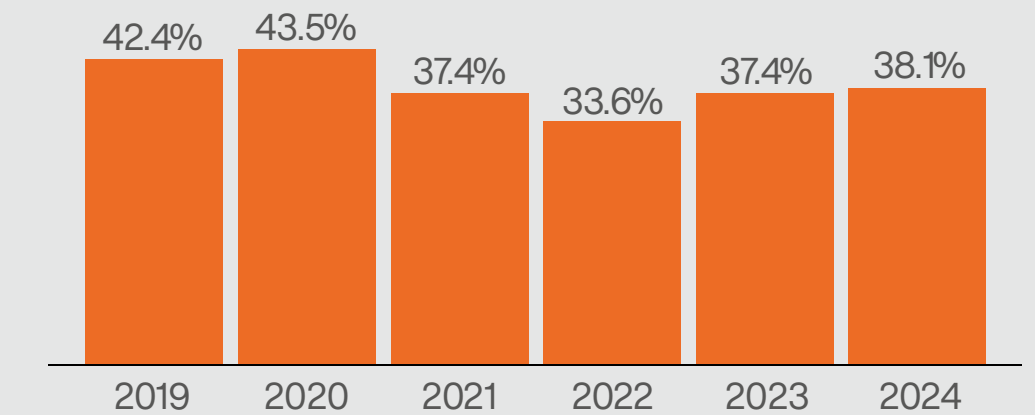
## Year-on-year comparison

The 2023 and 2024 pay gap results, along with our historical outcomes, are shown in this table:

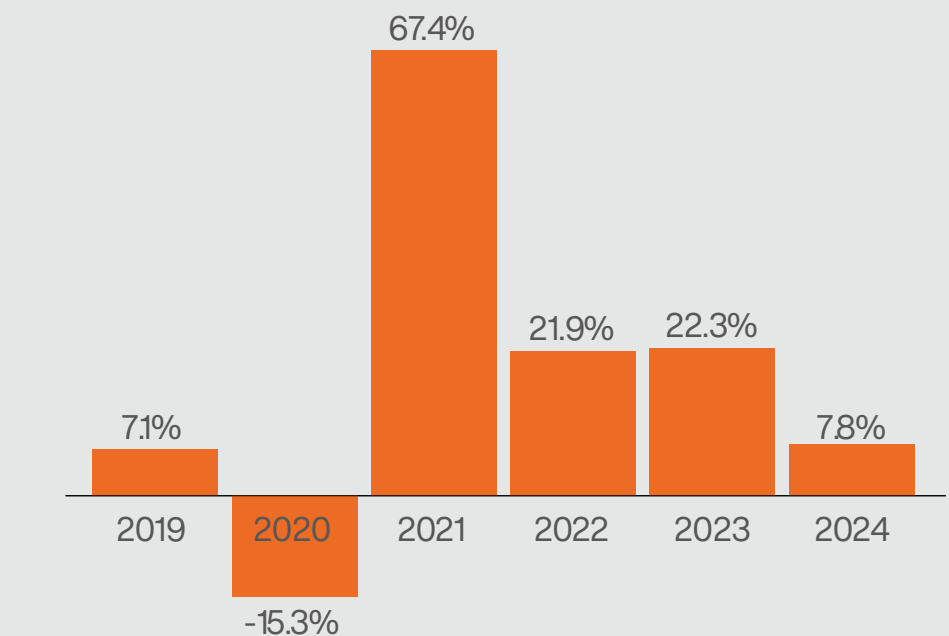
		2023	2024
Hourly rate of pay	Mean	27.7%	28.1%
	Median	37.4%	38.1%
Bonus pay	Mean	26.6%	29.3%
	Median	22.3%	7.8%

Whilst the pay and bonus gaps remained relatively flat between 2023 and 2024, you can see that we have made a steady progress since 2019. However, there is still work to do.

Median hourly pay gap



Median bonus pay gap



# Attracting, developing and retaining **female talent**

As part of our focus attracting, developing and retaining female talent, we:

## Attract

...ensure every interview panel for middle and senior management roles include at least one female candidate.

## Develop

...regularly review our succession plans and talent management, ensuring that our high potential women are on the right trajectory.

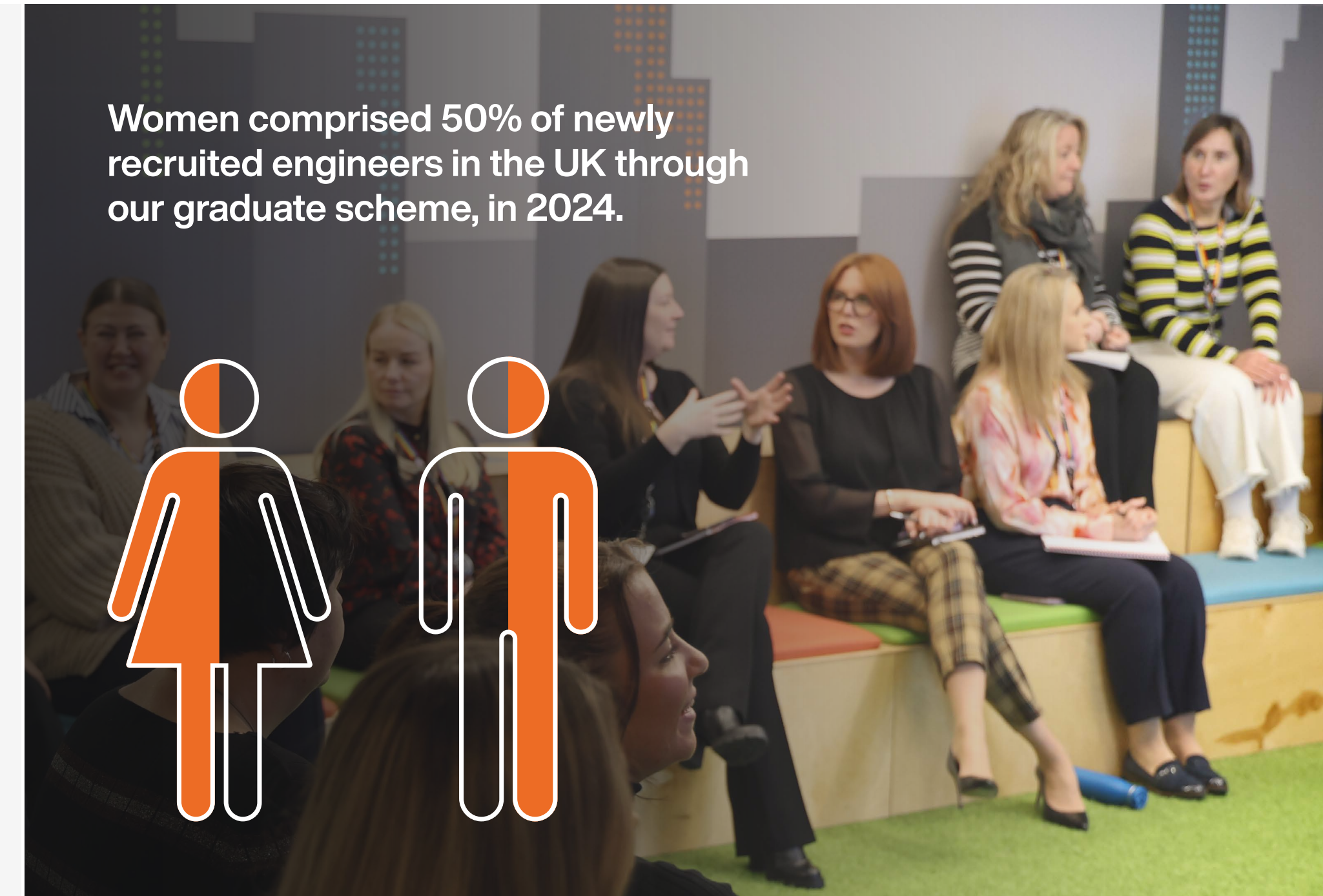
...analyse our data and any out-of-cycle amendments/promotions to ensure equality is sustained.

## Retain

...have merged all allowances into basic pay to provide more transparency on how we are paying our people.

...actively monitor pay levels across the organisation at every level to ensure no unjustified or structural differences in pay between men and women.

...remain committed to continue providing hybrid working, allowing working families more flexibility.



Women comprised 50% of newly recruited engineers in the UK through our graduate scheme, in 2024.

# Closing the gap

## a global perspective

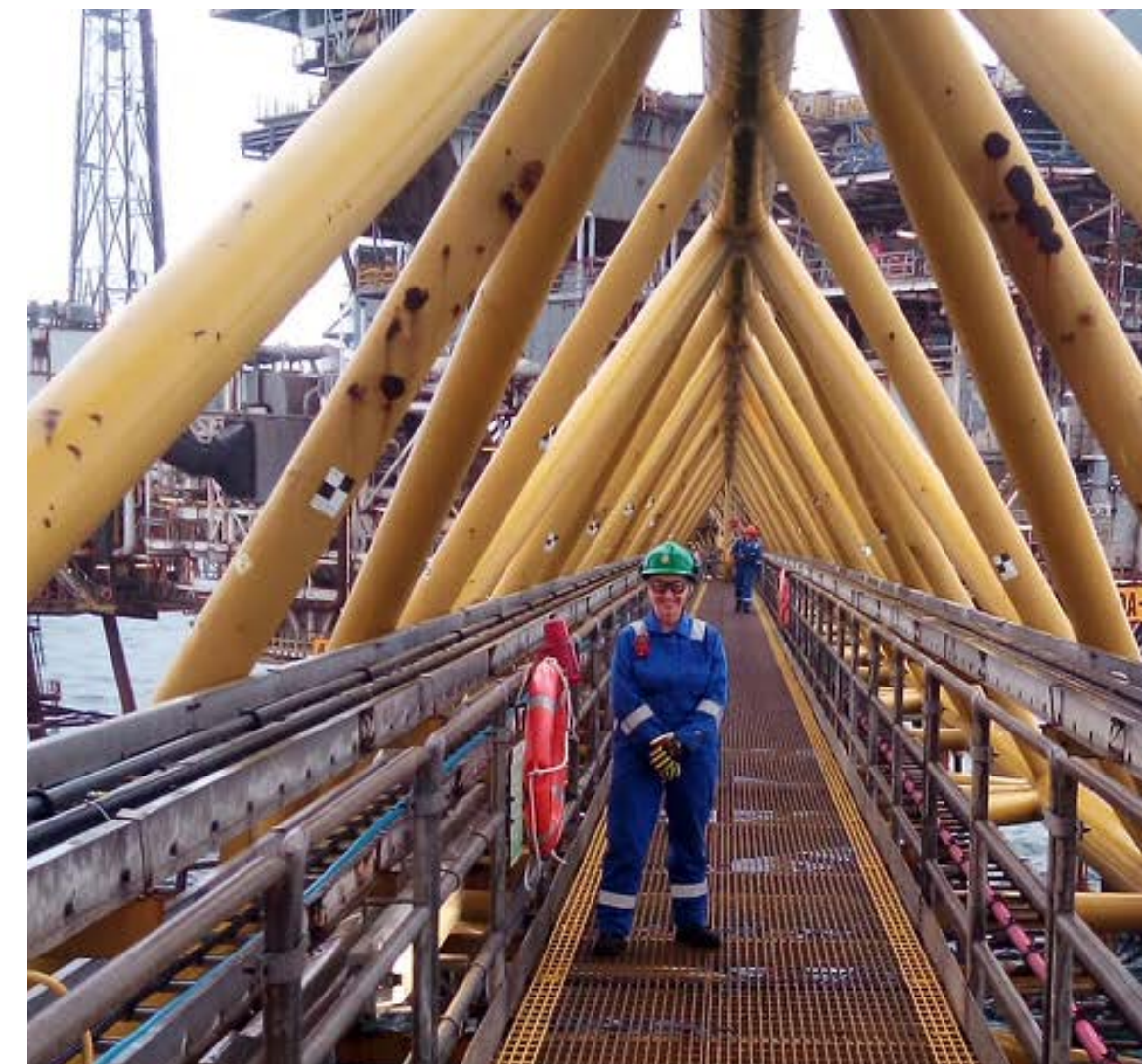
**Our Developing Female Talent Programme**, which equips women with the tools and strategies to advance their careers, continues to deliver impressive results. The programme fosters confidence, skill development, and a clear path for progression. Our 2023/24 cohort included 22 participants with 17.3% achieving promotions since.



Women account for **32.9%** of senior management roles in 2024, exceeding our company target of 30% by 2025.

We hired our **first female Chief Information Officer** (CIO), Samantha Dickson in July 2024.

Globally across our organisation, the proportion of female employees has increased from 10% in 2019, to **17.2%** in 2024.



### Francesca Stokes

**Deputy Manager – Technical Safety Working**

Francesca is a highly motivated safety engineer with over nine years' experience across industries such as: oil and gas; nuclear; rail; and energy transition. She excels in technical knowledge and has honed her leadership skills through project management.

She found the **Developing Female Talent Programme** transformative, helping her overcome imposter syndrome and recognise her strengths. This has helped her align purpose and brand while embracing ambition.

She embodies one of Petrofac's values, **driven**, through her relentless pursuit of excellence and commitment to self-improvement – striving to achieve the best outcomes.



# Closing the gap

## a global perspective



Celebrating at the awards ceremony in Northhampton

**We were recognised for our dedication to global inclusion at the UnderOne D&I Awards where we were crowned the winner of the Global Inclusion Excellence Award.** The accolade was awarded for the impact of our D&I initiatives worldwide, including our Employee Network Groups (ENGs) and Inclusion Month campaign.



**Our women's network, SHINE, received a commendation in the People and Culture category at Scottish Renewables' Net Zero Transition Awards.**

SHINE, has grown to an impressive 600 members, championing personal and professional development for women and those supporting women.

Key 2024 sessions covered: Let's Get Visible (Authentically!); Learn to Love LinkedIn; and How Playing the Long Game Can Benefit You. In addition to this, development workshops were held providing inspiration and insights on: time management; psychological safety; work-life balance; and emotional intelligence.

### Var Wakefield

**Manager, Reliability Performance  
Aberdeen**

Var has eight years' energy industry experience and holds a master's in mechanical engineering. She has embraced leadership roles and demonstrates exceptional problem-solving, delegation and communication skills.

Through the **Developing Female Talent Programme**, she gained valuable insights into balancing self-care with leadership responsibilities, as well as aligning career goals with personal strengths and vision.

Her adaptability and problem-solving skills reflect another of Petrofac's values, **agility**. She navigates challenges, both personal as a mother of two, and professionally, showcasing a responsive mindset and creative thinking.



# Closing the gap

## a global perspective

**Menopause awareness initiatives** reflect a deep commitment to fostering an inclusive workplace:

- Training 153 managers, equipping them with the essential knowledge and tools to create supporting environments.
- Hosting virtual menopause training and support group sessions, providing platforms for shared experiences.
- Sharing a nutrition masterclass, promoting health and wellbeing during menopause.
- Providing a Hormone Replacement Therapy (HRT) knowledge session.

**Supporting our mission to promote work-life balance**, we hosted a parental awareness webinar. It provided valuable insights and resources to empower parents as they navigate the complexities of balancing careers and family responsibilities.

**We celebrated International Women's Day** by spotlighting the achievements of inspiring women throughout our organisation. Their journeys continue to motivate and shape the future of our workforce.

**Through our Maternity Champion Programme**, we provide a dedicated point of contact within the business to support women during this key milestone in their life. Staying connected while they are away from the business is a key component in ensuring they are supported, feel included and in touch with business updates, and desire to return to work when they are ready.

With 11 trained Maternity Champions, we are proud to offer consistent and meaningful support to women navigating the transition of maternity leave.



## What does a good engineer look like?

On International Women in Engineering Day 2023, we asked just that. Our team felt it was important to recognise the diversity in our team, and explode myths and stereotypes. As a result, we were recognised at the 2024 Lens Awards with two accolades.

- Gold for Best creative execution
- Gold for Best use of video from the energy, utilities and extractives sector

Whilst the awards celebrate excellence in film and video, our content highlights our values and the importance of celebrating our lens on diversity and inclusion.

Judges celebrated our International Women in Engineering Day video, calling it **“memorable and resonant”** and **“a remarkably effective and creative exploration of the subject matter. A real standout among all the entries, in all the categories.”**