

Gender Pay Gap Report 2023

Petrofac Facilities Management Limited*

Petrofac 



*Petrofac Asset Solutions was acquired by CB&I in April 2026. To comply with regulatory reporting requirements, these historical reports will be listed on www.cbi.com (please note these are Petrofac branded as this was correct at the time of issue).

Introduction

People are our biggest asset. Petrofac is committed to ensuring all employees, regardless of their demographics, are paid fairly for the work they undertake. Our culture of continuous improvement ensures we build on past achievements and pioneer new initiatives to improve our gender balance.

Our seventh gender pay gap report demonstrates the positive impacts of our sustainable long-term approach to reducing our gender pay gap. We are confident that our continued commitment will result in consistent improvements going forwards. We are proud of the initiatives we have implemented to date and are beginning to see the longer-term outcomes. Our continued focus and analysis will ensure this progress is maintained, providing equal opportunities to all employees and job applicants.

This report sets out the results of our gender pay gap analysis, calculated in line with UK disclosure regulations. This relates to Petrofac Facilities Management Limited (PFML), which predominantly covers our North Sea operations, maintenance, engineering and consultancy businesses.

We have included the findings of additional analysis to better understand the underlying causes of our gender pay gap, as well as the initiatives we have implemented and the future steps we plan to take in response.

Declaration

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

Nick Shorten

Chief Operating Officer

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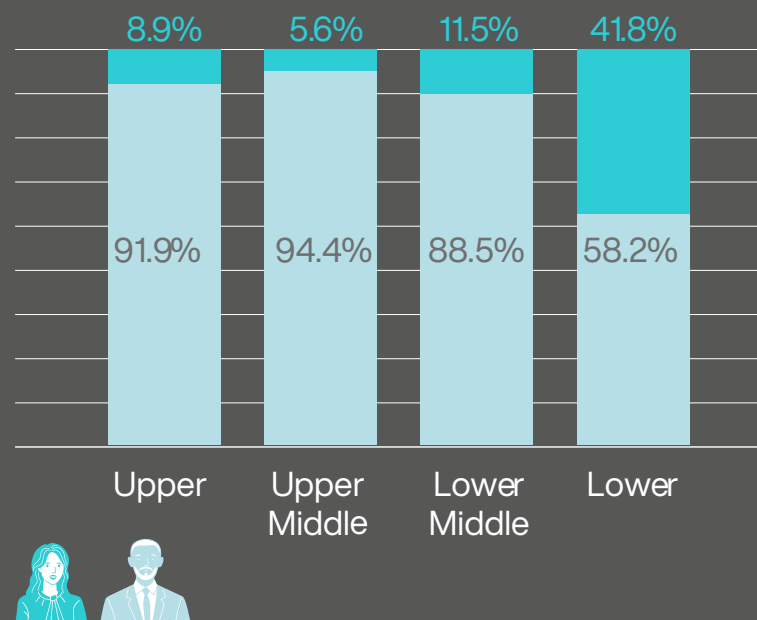
Our results

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

The proportion of women in the upper quartile is consistently improving year on year.

Proportion of men and women in each pay quartile

Our industry is traditionally male dominated, which is further influenced by the scale and structure of our offshore workforce, which accounts for 52% of our UK population (56% in our previous report). The composition improved between 2022 (85% men; 15% women) and 2023 (83% men; 17% women).



Analysing our gender pay gap

Our mean gender pay gap has increased very slightly since our 2022 report; however, over the last three years this has decreased by 8%.

The mean bonus gap has decreased from 41.1% in 2022, to 26.6% in 2023.

Reported numbers reflect the demographics of our workforce. Our North Sea operations remain an overwhelmingly male population (women account for only 1.4% of the offshore workforce), and there are fewer women at senior levels (where pay and bonuses are higher).

We continue to strive to increase, retain and develop women in our business in order to combat these factors. Over the last four years our female headcount has increased by 4.7%, currently making up 16.7% of our total employees. We have also already met our target of 30% of women in senior roles by 2025, currently sitting at 30.5%.

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.



Improvements year on year

The 2022/23 pay gap results, along with our historical outcomes, are shown below:

		2017	2018	2019	2020	2021	2022	2023
Hourly Rate of Pay	Mean	35.5%	36.1%	38.2%	35.7%	32.2%	26.7%	27.7%
	Median	41.4%	43.4%	42.4%	43.5%	37.4%	33.6%	37.4%
Bonus Pay	Mean	46.9%	12.6%	10.4%	20.0%	36.2%	41.1%	26.6%
	Median	51.7%	31.0%	7.1%	-15.3%	67.4%	21.9%	22.3%

Since reporting began, we have gradually improved our mean and median pay gaps and believe we will continue to make progress.

Our mean and median bonus gaps are highly variable and reflect the volatile nature of bonus payments based on business performance. Furthermore, many of our employees are on-site where bonuses are client driven and female presence is small.

Despite this, we continue to aim to narrow the bonus gap where possible and try to remain as consistent as possible.

Closing the gap – a global perspective

Our board and Group Executive Committee continue to support our focus on diversity and inclusion; building on past achievements, introducing new initiatives, and achieving recognition for our progress.

We remain confident that the actions we are taking will continue to bring steady and sustained change to achieve our long-term objectives in narrowing our gender pay gap over coming years.



Addressing our gender pay gap imbalance is key throughout our business, and this is underpinned by our diversity and inclusion strategy. Gender equality and developing and nurturing our current employees is a paramount part of this strategy, allowing our workforce to excel by collaborating and combining ideas from their unique backgrounds and experiences. We aim to empower employees through education and ensure we embed an inclusive culture within our workforce.

We actively monitor pay levels across the organisation at every level to ensure any unjustifiable or structural differences in pay between men and women are addressed.



We have established four Employee Network Groups (ENGs): Pride, EngAGE and Aspire. Women's ENG, Shine, now has over 400 members, and supports networking, problem-solving, whilst also providing informal mentorship.



Our employee networking groups have been extremely successful and popular, and we organise many networking sessions and talks from D&I specialists to fulfil our mission of empowerment through education. We also continue to celebrate International Women in Engineering Day and International Women's Day.

Attracting, developing and retaining female talent



Supporting high potential women with their career progression is delivered through our **mentoring programme**.



Female headcount is currently 16.7% of our population. This has increased by 4.7% over four years.



Building diversity from within, by actively reviewing our succession plans and talent management, ensures that our high potential females are on the right trajectory. In addition to this, we have appointed several highly qualified women to senior level positions.



Our **menopause working group** goes from strength to strength. The working group share experiences, knowledge, and generally support each other on all menopause related matters. We launched our menopause eLearning video for all employees. We have also provided training in the UK for Menopause Mental Health First Aiders.



We continue to **analyse our data** and any out of cycle amendments and promotions to ensure equality is sustained.



Guy Opperman MP commended our UK recruitment and retention initiatives during a visit to Petrofac's Aberdeen office.



Our network of allies support those working through peri-menopause, menopause or post-menopause.

Attracting, developing and retaining female talent



A review of **family-friendly policies** ensures competitiveness and relevance in the market.



We continued with the **maternity champion programme** to help women when they are on maternity leave providing a focal point in the business they can meet and support the employee during this time. Quarterly business updates to employees who are currently on maternity leave provide them with key updates from across all business areas.



We have launched the **Developing Female Talent program** with 23 female employees participating. This programme helps employees navigate their careers and gives them the tools to progress.



Our **employee led networking group SHINE** (Supportive, Harmonious, and Inspirational Network for Excellence) continues to grow with 500 members. Key sessions held by the group include: mindset and resilience; elevator pitch; building personal reliance; and being an active bystander.



Our continued support of **the OEUK D&I Forum** and being part of **the AXIS network pledge** help with best practice sharing across the energy sector.



We achieved a **50:50 gender split** in the graduate 2023 intake, with seven females and seven males across Aberdeen and Woking.



We proactively support our colleagues through external recognition programmes:



Holly Robertson, Senior BI Analyst in Group IT, was recognised as a 'Rising Star of the Year' runner up at the Women in Tech Excellence Awards. The awards celebrate top-performing women from across the technology space and provide inspiration for younger women looking to build a career in the discipline. Holly joined Petrofac as a graduate in 2019 and continues to progress.



Similarly, HSE graduate Tabitha (Tabby) Hill was nominated by the HSE team for a 'Rising Star Award' at the Institute of Occupational Safety and Health (IOSH) Awards. Still advancing through our graduate programme, Tabby was highly commended.