

## **EnQuest Gender Pay Gap Reporting**

### **Our commitment**

EnQuest continues to be committed to improving workforce diversity across the company. During 2021, enhanced diversity balance remains a core driver of our recruitment, employment and training policies in how we attract, retain and develop a wide range of talent in our organisation. Establishing improved ratios in 2021 and beyond remains an objective of the business, but we also recognise the importance of demonstrating that viable pipelines to far greater diversity balance in EnQuest are established for the future.

### **Our gender pay gap**

We have seen improvements overall in our gender pay gap statistics over the previous reporting period, although mean average measures are beginning to flatten, showing a small reversal in the progress on mean average bonus gap, but this follows a reduction of almost 50% in the previous period. The median bonus gap in favour of female employees continues to widen. The proportion of male and female employees awarded a bonus in the period is broadly level, and the focus here will be to retain this parity. These improvements reflect ongoing efforts the company has made to redress the imbalance in its gender pay gap figures. That said, we recognise we still have more to do and accept that, the overall trend may be slower as the gaps narrow and can be disrupted by strategic changes to the shape of the workforce undertaken to address specific objectives.

### **Putting it into context**

We operate in an industry where the talent pool and labour market is predominantly male. The representation of women across our UK business is also imbalanced with 13% of roles held by women. The level of representation is higher in more junior roles than in senior positions. As is the case across our industry, we recognise that any improvements in this disparity cannot be resolved immediately but with commitment and actions over time.

Diversity and inclusion remain a focus for the business. 2020 saw the appointment of our first Head of People, Culture and Diversity, the inclusion of a specific recognition and engagement measure in the Company Performance Contract, and an additional employee pulse survey conducted in the Autumn with a clear focus on diversity and inclusion, and wellbeing. EnQuest also continues to push for improvement in our overall employee engagement score. These measures continue into 2021 as we will look for further opportunities to develop and enhance our business practices to support and encourage more gender diversity in the workplace. During 2020, a second female Non-Executive Director has been appointed to the Board, there is female representation on the Group Executive Committee and, in Malaysia, female representation in the leadership team has increased from one-quarter to one-third. Although imbalance remains in leadership roles, particularly in UK, progress continues towards achieving a better understanding of the drivers of this and addressing them. We have also been active in raising awareness of the importance of women in engineering. EnQuest launched a UK internship programme in 2018, since then we have seen a substantial increase in the pool of female students applying for an internship and continue to we successfully place the

majority of our female applicants within our technical services, health and safety and operations functions.

### **Our gender pay gap results**

The information collected was based on the relevant pay period of:

- the month of April 2020, for the purposes of calculating salary earned; and
- the year April 2019 - March 2020 for the purposes of calculating bonus paid.

The results show improvements across the majority of metrics. The average rate of total pay for women is 20.8% below the average rate of total pay for men compared to the 23.0% difference reported last year. The trend on average bonus gap for women has reversed slightly with an outcome of 32.5% below the average bonus paid for men versus 28.5% last year, this does not present immediate concern as it follows a very significant decrease in the previous period from 53.9%. On the comparison of median total pay, the percentage gap difference also reduces to 10.8% from 17.1%, and the median bonus gap in favour of women has continued to grow at 41.8% in this period versus 15.3% last year. The percentage of women than men received a bonus is broadly showing parity with 92.6% of women and 93.8% of men receiving a bonus in the last reporting period. Last year showed proportions in favour of women (92%) versus 75% of men.

### **Our ongoing action and goals**

We are committed to delivering equal pay to our employees and to further narrowing our gender pay gap. We will do this through our ongoing focus on diversity and inclusion in all aspects of our business, fair and balanced recruitment and promotion processes, and regular assessment of skills and capability to ensure we have the right people in the right roles regardless of gender, ethnicity or socio-economic background.

In 2021, focus will continue on:

- Improving gender balance in leadership roles across EnQuest and what steps we can be taken to establish pathways to career progression;
- Taking appropriate action on the feedback received from our Employee Forum and the global employee engagement survey results, including the creation of an employee led diversity and inclusion network;
- Developing recruitment strategies to attract talent from diverse backgrounds to ensure a balanced workforce in the future;
- Formalising our diversity and inclusion strategy with a view to setting targets that will influence compensation in future years.

Signed:



**Amjad Bseisu**  
Chief Executive Officer



**Howard Paver**  
Chair of the Remuneration Committee

## Our Gender Pay Statistics

### Pay gap 2020:

Gender Pay	Mean % Gap	Median % Gap
Pay Gap - 2020	20.8%	10.8%
Bonus Gap - 2020	32.5%	-41.8%*

\* The median bonus paid to women was higher than that paid to men in the reporting period

### Percentage of employees awarded a bonus

Gender	% in Receipt
Male - 2019	93.8%
Female - 2019	92.6%

### Gender pay quartiles

Quartiles	MALES		FEMALES	
	Headcount	%	Headcount	%
Q4 Upper pay quartile (75% - 100%)	165	91.7%	15	8.3%
Q3 Upper middle pay quartile (50% - 75%)	169	93.4%	12	6.6%
Q2 Lower middle pay quartile (25% - 50%)	160	88.4%	21	11.6%
Q1 Lower pay quartile (0% - 25%)	137	75.7%	44	24.3%
<b>TOTAL:</b>	<b>631</b>	<b>87.3%</b>	<b>92</b>	<b>12.7%</b>