

wood.

**Gender pay gap report 2018**

Published February 2019



# Introduction

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**This report details the gender pay gap reporting requirements in the United Kingdom covered under The Equality Act 2010 (Gender Pay Gap Information) Regulations 2017. The regulations require companies with more than 250 employees to publish information on their gender pay gap.**

Wood has six UK entities with more than 250 employees as at the snapshot date of 5th April 2018 and has also reported voluntarily on four entities with less than 250 employees as at the snapshot date. These are:

Wood Group UK Limited

Wood Group Industrial Services Limited

Amec Foster Wheeler Group Limited

Amec Foster Wheeler Nuclear UK Limited

Energy Safety and Risk Consultants Limited

Amec Foster Wheeler Environment & Infrastructure UK Limited

Entities voluntarily reported:

QED International Limited

Amec Foster Wheeler Limited

Rider Hunter International Limited

Amec Foster Wheeler Earth and Environmental (UK) Limited

Each of these entities has its own service offering which is summarised in the entity specific sections of this report.

As a global organisation with a history of acquisitive growth, our employing entity structure is complex. Our business and resulting entity structure continues to evolve through integration and acquisitive growth in the longer term. In order to measure the impact our actions have on addressing the gap and the wider impact of our diversity philosophy we will review progress across as many entities as is reasonably practical in each reporting year, focusing on the overall Wood results.

This report is for the snapshot date of 5th April 2018.

## Accuracy statement

I confirm the gender pay gap data contained in this report is accurate and has been produced in accordance with the regulations.



**Sue MacDonald**  
Executive President  
People & Organisation

## Reporting requirements

The regulations require reporting on pay and bonuses as follows:

Mean (average) gross hourly rate of pay

Median gross hourly rate of pay

Proportion of male/female in hourly rate of pay quartiles (four bands)

Mean bonus pay

Median bonus pay

Proportion of male/female in receipt of bonuses, in the 12 months before the snapshot date

Our results by employing entity are published on the Government website, categorised by industry sector, and are held on the company website for a period of three years. The report is for the snapshot date of 5th April 2018. In line with requirements, we are publishing results within 12 months of the snapshot date.

## Gender Pay Gap Results

Relevant employees at snapshot date

10,011

Gender balance:

Male 81% Female 19%

Mean Gap/Median Gap Pay

Mean: 14.3% Median: 18.3%

Mean Gap/Median Gap Bonus

Mean: 28.0% Median: 23.8%

"Supporting female talent is key, not only to our business but to the energy industry as a whole. It is important to strengthen the foundation of skills, knowledge and inspiration from which future female leaders can build successful careers"

**Sue MacDonald**  
Executive President  
People & Organisation

# Our key findings

## Key changes from 2017 to 2018 reporting:

Year on year comparison is difficult due to the ever changing employing entity structure as we continue to simplify. Since the last reporting snapshot, our UK business has gone through significant entity simplification in 2018 and will be ongoing into 2019.

During the reporting period the sale of the legacy Amec Foster Wheeler North Sea business took place in October 2017, reducing headcount significantly in Amec Foster Wheeler Group Limited and explains the reduction of employees in this entity. We previously reported on our Wood Group Kenny UK Limited entity which since our last report no longer operates as an employing entity. The Automated Technology Group Limited has seen a reduction in employees and no longer meets the threshold of 250 employees and therefore we have not reported on it.

In addition to our changing entity structure, our bonus results were affected by a number of reasons. The first Employee Share Plan match award took place in March 2018 and we paid out a higher number of bonus payments within our Amec Foster Wheeler entities as part of our integration than in previous years.

## Pay:

The overall mean pay gap for Wood is 14.3%; the median is 18.3%. The key findings across the reporting companies which explain this gap continue to be consistently related to gender distribution across occupations and job levels. We have pay structures in place which ensure roles at equivalent levels are paid equally irrespective of gender.

We believe that because our Industrial Services business is predominantly made up of lower paid male workers this reflects positively on our overall pay gap.

Wood Group UK Limited continues to have groups of employees with a pay structure and working patterns, including payment for time off, which are particularly complex in the application of the regulations. We have used average working weekly hours and included rotational time off in the calculations as this is a more accurate reflection of working practice and the pay structure. Our calculation for this group will be consistent year on year.

## Bonus:

The overall mean bonus pay gap is 28%; the median is 23.8%. There are a variety of bonus arrangements in place across the UK with conditions typically based on individual and team performance. These bonus plans are applied consistently across the business with eligibility to participate linked with the position held ensuring the application of the bonus is free from gender bias. Types of bonus arrangements include management, staff, sales and recruitment bonus plans; long-term incentive plans; employee share plans; local client specific bonus, spot recognition and retention award plans. The management and long term incentive plans eligibility to participate is typically associated with senior management roles; the client specific and spot awards are usually smaller values, and typically paid to project assigned roles and linked with client operational performance.

The impact of gender distribution and the roles held by males and females is shown to have an impact on the bonus pay gap, whereby a larger proportion of males are eligible to participate in lower value client bonus plans due to their role; and typically more males occupying senior management roles which attract higher bonus payments than females in the relevant period.

Our median bonus pay figures in Wood Group UK Limited and Wood Group Industrial Services Limited are impacted by low value employee share plan match payments resulting in lower median results. Participation in the employee share plan is voluntary. Our employee share plan match awards were granted for the first time in March 2018 and in line with the requirements we have included these in our calculations.

As with pay, we believe the application of bonus awards are free from gender bias.

## Our analysis shows:

- Males make up a significant majority of the workforce
- A higher proportion of males are in technical occupations which are typically higher paid
- Females are seen more predominantly in functional support roles, which are typically lower paid than technical occupations
- The majority of senior management roles are held by males, in turn these are higher paying roles attracting higher levels of participation in bonus and incentive reward plans
- Females make up the largest proportion of part time workers; this has no impact on full time equivalent pay but does mean pro rata payments for some pay elements which in turn impact bonus figures used in the calculations

# Addressing the gap

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It is well reported that the reasons behind the gender pay gap is a complex issue. We are confident that our gender pay gap does not reflect an equal pay issue nor is it related to paying males and females differently; we believe it is a result of the types of roles males and females are doing in our business. This is consistent with the pattern seen across our UK entities, industry peers and across the UK economy as a whole.

As a wider organisation, we operate in over 60 countries employing around 60,000 people, in over 400 offices; we are committed to diversity and equality in areas which we can control as a business and will continue to strive to address the gaps, ensuring policies, practices and processes are fair and free from bias.

This includes, but is not limited to: pay practices which ensure that males and females are paid equally for the same job; fair pay of our workforce in line with our global remuneration frameworks, underpinned by job evaluation; talent and resourcing practices which have gender neutral attraction and selection processes, aimed at attracting and retaining the best person for the job; we have introduced significantly enhanced maternity, paternity and shared parental pay and flexible working policies for all staff in the UK. Although legacy Wood Group companies had enhanced provisions in place, this was not comparable within all Amec Foster Wheeler entities and we believe that harmonising this policy will support greater diversity and inclusion at Wood.

Our unique and diverse business model makes it difficult for us to compare ourselves to competitors. However, because of our diversity, we can offer a wide range of career paths available to all of our employees equally regardless of gender or any other trait.

At Wood our focus on diversity and inclusion is fundamental to our efforts in creating a great working environment and culture where:

- Our people feel involved, respected, valued, trusted, connected and empowered. All our people have opportunities for growth and development.
- We create relationships of mutual trust and respect.
- We respect and celebrate the variety of local cultures, people and ideas in Wood.
- We support our people to be themselves and bring their ideas, backgrounds, values, and perspectives to the team, to our customers and to the business.
- We leverage our differences and seek inclusive participation by individuals from different backgrounds and organisational levels to achieve better business results.
- We are proud to work for Wood.

In 2019 our focus will be on the following key diversity and inclusion actions:

- Prioritising reviews on flexible working; talent identification, selection and development and family leave with a view to implementing changes to our processes to recognise the needs of our diverse workforce
- Utilising Oracle People to increase our capability to collect (on a voluntary basis) diversity data whilst also complying with legal requirements to improve our overall understanding of the diversity profile in Wood and how representative it is
- Expanding and embedding our employee networks globally ensuring each is sponsored by a member of our Executive Leadership Team
- Establishing a global diversity and inclusion community which will report on progress and provide feedback to the business
- Providing all leaders with awareness training on Wood's expectations around diversity and inclusion

In addition, while not directly associated with addressing the gender pay gap, there are number of local and global initiatives which we believe will have a positive, sustainable effect in the long term. Examples of relevant activities that are ongoing across our business which aim to encourage a diverse, balanced workforce and inclusive working environment are:

- Return to work mentor schemes
- Flexible working policies for all employees
- Job grading and evaluation implementation
- Consistent salary structures linked with job levels
- Local partnerships with education establishments
- Representation at industry wide STEM forums
- Targeted engagement with employee groups on diversity and inclusion

Executive Leadership Team sponsored employee community groups which provide a platform for our employees to connect, learn, share views, tell us what we're doing well and recommend improvements to make Wood an even better place to work. Some examples of these are

- Armed Forces
- Developing Young Professionals
- Listening Network
- Mental Health and Wellbeing
- Minerva
- Pride
- We Care

## Our activities



Nuclear Diversity & Inclusion Steering Committee – Shortlisted for ECITB awards – Supporting diversity in engineering construction.



STS AIS Women in Leadership workshops



POWERful Women external mentoring scheme with Scottish Power.



Wood have sponsored the Sirens netball team – empowering women to be confident, link between sports underrepresentation and STEMscheme with Scottish Power.



Primary sponsor of Graduate & Apprentice Equal Engineer Career fair in the North East England. Equal Engineer specifically targets female; ethnic minority; lesbian, gay, bisexual and transgender (LGBT+); and disabled engineers, as well as other underrepresented groups in the profession.



UK branch of our Global Women's Network, Minerva supported the development of our new Family Leave policy.



Recognition globally of International Women's Day and International Women in Engineering Day.



Minerva, our women network, is an example of one of our many employee community groups helping to make Wood an even better place to work.

The following pages provide a business overview and the gender pay gap reporting requirements by entity. The pay tables outline a summary of the percentage difference in mean and median pay of male and female employees and the hourly rate pay quartiles and proportion of males and females in each quartile. The bonus table outlines a summary of the proportion of males and females who received bonus pay from 6th April 2017 to 5th April 2018, and the difference between mean and median bonus pay for male and female employees.

# Wood Group UK Limited

## Business overview

This is our main UK employment entity. It employs our North Sea offshore and site workforce as well as UK based senior management and the executive leadership team. 48% of the workforce are offshore and site roles (the majority of which are trades/crafts positions) and 52% onshore roles, with the onshore occupation split of 23% technical and 29% support function/corporate.

## Employees at snapshot date:

3,366 33.6%  
of overall  
employees reported

## Gender balance:



## Base pay:

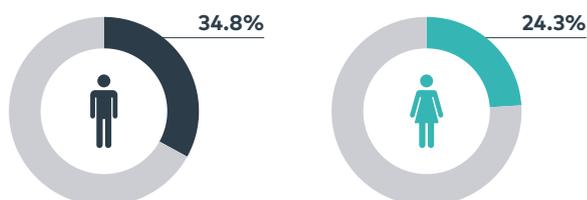
	% gap
Mean	28.7%
Median	32.0%

Quartiles	Male	Female
Pay Band A	58.2%	41.8%
Pay Band B	83.6%	16.4%
Pay Band C	89.3%	10.7%
Pay Band D	90.0%	10.0%

## Bonus:

	% gap
Mean	-8.9%
Median	-331.8%

## % in receipt of bonus



# Wood Group Industrial Services Limited

## Business overview

Wood Group Industrial Services Limited provides fabric maintenance services, protective coating services, access, insulation, industrial cleaning, asbestos remediation, specialist civil engineering and construction services and electrical and instrumentation services across sites in the UK.

91.3% of the workforce are site based trade and craft roles; females make up only 4.7% of job holders in these types of roles.

## Employees at snapshot date:

2,238 22.4%  
of overall  
employees reported

## Gender balance:



## Base pay:

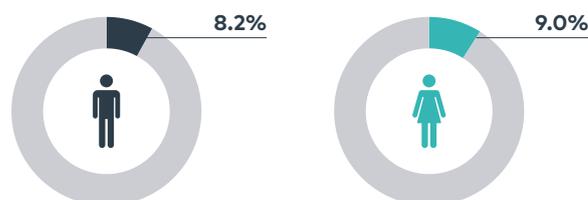
	% gap
Mean	13.3%
Median	20.4%

Quartiles	Male	Female
Pay Band A	88.5%	11.5%
Pay Band B	93.5%	6.5%
Pay Band C	96.7%	3.3%
Pay Band D	95.6%	4.4%

## Bonus:

	% gap
Mean	9.9%
Median	98.1%

## % in receipt of bonus



# Amec Foster Wheeler Group Limited

## Business overview

This entity employs a large volume of staff across our business and a range of services in the UK.

### Employees at snapshot date:

2,205 22.0%  
of overall  
employees reported

### Gender balance:



### Base pay:

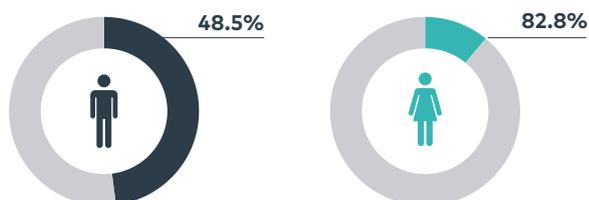
	% gap
Mean	8.2%
Median	13.1%

Quartiles	Male	Female
Pay Band A	75.0%	25.0%
Pay Band B	86.8%	13.2%
Pay Band C	80.5%	19.5%
Pay Band D	88.9%	11.1%

### Bonus:

	% gap
Mean	31.4%
Median	32.3%

### % in receipt of bonus



# Amec Foster Wheeler Nuclear UK Limited

## Business overview

Amec Foster Wheeler Nuclear UK Limited forms part of our Clean Energy service offering predominantly employing people on our Nuclear Projects which focuses on engineering, design and project management; construction and commissioning; analytics, technology and laboratories; safety, licensing and regulatory; plant operations and life extension.

### Employees at snapshot date:

886 8.9%  
of overall  
employees reported

### Gender balance:



### Base pay:

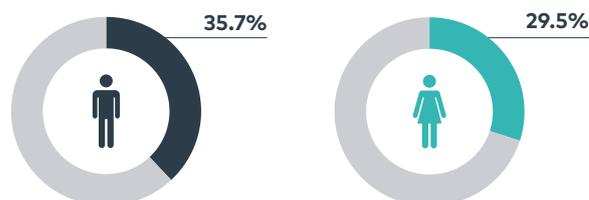
	% gap
Mean	25.8%
Median	25.4%

Quartiles	Male	Female
Pay Band A	47.9%	52.1%
Pay Band B	72.9%	27.1%
Pay Band C	79.7%	20.3%
Pay Band D	82.9%	17.1%

### Bonus:

	% gap
Mean	37.5%
Median	39.5%

### % in receipt of bonus



# Energy Safety and Risk Consultants Limited

## Business overview

Energy Safety and Risk Consultants Limited (ESRC) forms part of our Clean Energy service offering predominantly employing people on our Nuclear Projects which focuses on engineering, design and project management; construction and commissioning; analytics, technology and laboratories; safety, licensing and regulatory; plant operations and life extension.

## Employees at snapshot date:



## Gender balance:



## Base pay:

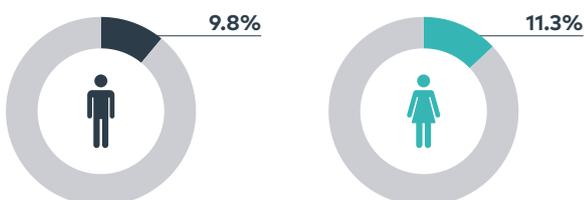
	% gap
Mean	25.6%
Median	26.8%

Quartiles	Male	Female
Pay Band A	53.5%	46.5%
Pay Band B	73.7%	26.3%
Pay Band C	88.9%	11.1%
Pay Band D	89.9%	10.1%

## Bonus:

	% gap
Mean	81.2%
Median	95.0%

## % in receipt of bonus



# Amec Foster Wheeler Environment & Infrastructure UK Limited

## Business overview

Our Environment & Infrastructure business provide a full range of services to clients related to environmental remediation, geotechnical and materials; engineering and construction; environmental studies, permitting and compliance; and public infrastructure services.

## Employees at snapshot date:



## Gender balance:



## Base pay:

	% gap
Mean	19.8%
Median	25.1%

Quartiles	Male	Female
Pay Band A	52.4%	47.6%
Pay Band B	51.8%	48.2%
Pay Band C	69.0%	31.0%
Pay Band D	78.0%	22.0%

## Bonus:

	% gap
Mean	-57.3%
Median	-25.0%

## % in receipt of bonus



# Amec Foster Wheeler Limited

## Business overview

This entity has been reported voluntarily. This entity makes up a large portion of the senior leadership team based in the UK across functional and service line areas as well as a number of functional support positions integrated across our business units.

### Employees at snapshot date:

138 1.4%  
of overall  
employees reported

### Gender balance:



### Base pay:

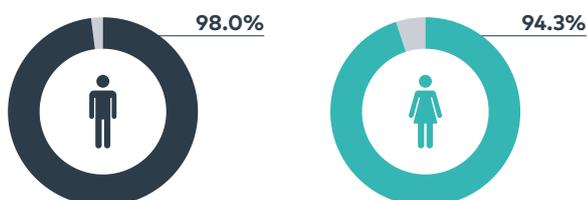
	% gap
Mean	51.0%
Median	52.6%

Quartiles	Male	Female
Pay Band A	25.0%	75.0%
Pay Band B	28.1%	71.9%
Pay Band C	42.4%	57.6%
Pay Band D	56.3%	43.8%

### Bonus:

	% gap
Mean	76.5%
Median	72.7%

### % in receipt of bonus



# QED International Limited

## Business overview

This entity has been reported voluntarily. This entity provides specialist software development and commissioning services. It is made up of functional support roles and operational management supporting a large base of third party contractors.

### Employees at snapshot date:

52 0.5%  
of overall  
employees reported

### Gender balance:



### Base pay:

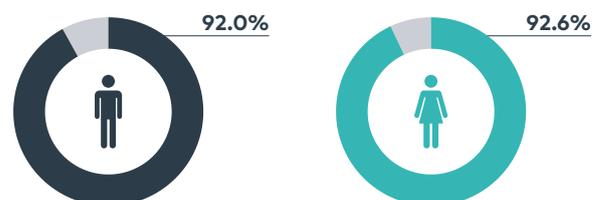
	% gap
Mean	44.1%
Median	14.2%

Quartiles	Male	Female
Pay Band A	38.5%	61.5%
Pay Band B	25.0%	75.0%
Pay Band C	58.3%	41.7%
Pay Band D	76.9%	23.1%

### Bonus:

	% gap
Mean	72.0%
Median	16.8%

### % in receipt of bonus

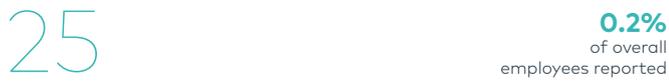


# Rider Hunt International Limited

## Business overview

This entity has been reported voluntarily. This business is a resource supply business with a small direct employee headcount made up of functional support roles and operational management supporting a large population of third party contractors.

### Employees at snapshot date:



### Gender balance:



### Base pay:

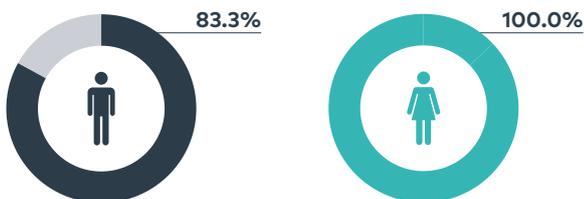
	% gap
Mean	11.0%
Median	19.9%

Quartiles	Male	Female
Pay Band A	66.7%	33.3%
Pay Band B	71.4%	28.6%
Pay Band C	83.3%	16.7%
Pay Band D	66.7%	33.3%

### Bonus:

	% gap
Mean	77.7%
Median	25.0%

### % in receipt of bonus



# Amec Foster Wheeler Earth & Environmental (UK) Limited

## Business overview

This entity has been reported voluntarily. This entity employs individuals in our Mining and Minerals business in the UK, employing Geotechnical professionals and consultants with a small number of support staff.

### Employees at snapshot date:



### Gender balance:



### Base pay:

	% gap
Mean	49.4%
Median	64.8%

Quartiles	Male	Female
Pay Band A	50.0%	50.0%
Pay Band B	100.0%	0.0%
Pay Band C	66.7%	33.3%
Pay Band D	100.0%	0.0%

### Bonus:

	% gap
Mean	100.0%
Median	100.0%

### % in receipt of bonus

