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John Wood Group PLC
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Gender pay gap report 2024



Designing the future. Transforming the world.

Wood is a global leader in consulting and engineering, delivering critical solutions across energy and materials markets. We provide consulting, projects and operations solutions in 60 countries, employing around 35,000 people.



Introduction

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 250 or more employees to publish information on their gender pay gap.

In line with our key principle of providing transparent reward, Wood has reported all UK employing entities covering 5,236 employees, which includes voluntary reporting employing entities with less than 250 employees at the snapshot date of 5th April 2024.

Year	Headcount Included in reporting	Gender distribution (as at snapshot date)	
		F	M
2017	12,110	16%	84%
2018	10,011	19%	81%
2019	7,698	23%	77%
2020	5,929	25%	75%
2021	5,587	23%	77%
2022	5,488	23%	77%
2023	4,864	22%	78%
2024	5,236	22%	78%

Summary

Wood is a people business, and our people will always be our differentiator. We are committed to providing transparent, internally fair and externally competitive reward for our people in return for the work they do, whilst ensuring that we are responsible with our spend on reward. Our priority is to ensure our people feel valued, are rewarded competitively and are treated fairly and inclusively.

We are passionate about building an inspired and inclusive culture. Our focus on diversity and inclusion aims to make Wood a great place to work, where all our remarkable people feel respected and empowered to succeed. We continue to work towards providing equal growth and development opportunities for all of our employees and putting measures in place to monitor key demographic data, that allows us to set targets to improve representation in key areas.

The markets in which Wood operates attract a significantly higher percentage of males due to the predominantly technical focus of the roles in office, site and offshore locations. We continue to remain focused on developing an inclusive and diverse workforce, through our goal of improving gender balance in our senior leadership roles. In 2023, we achieved 35% female representation with a continued focus in 2024 on developing female P&L leaders and continuing our intake of females into Early Careers roles.

Between 2023 and 2024, our mean Gender Pay Gap (GPG) has increased slightly from 23.3% to 24.2%, and our mean bonus gap has increased from 13.2% to 29.0%. Year-on-year comparisons continue to be challenging through ongoing merger, acquisition and divestiture activity and simplification of our employing entity structures, as well as the operation of salary sacrifice benefits and other pay arrangements. However, we remain confident that our pay practices are free from bias and any gap is a result of the gender distribution across roles, at a point in time, and not an equal pay issue.

Our commitment is to increase the number of female leaders in senior leadership and technical positions at Wood through continuing to work towards a gender balance of 40% female representation in leadership by 2030. We aim to do this by expanding our employee networks, empowering our leadership teams to have action plans to drive sustainable, inclusive change to reflect the communities we operate in, continuing our focus on balanced intake at the early career stage and tracking diversity statistics on an ongoing basis across our business. We believe these actions, whilst maintaining our focus of fair pay for those carrying out the same job, in the same location, with the same skills and experience, regardless of gender, will have a long-term impact in addressing the gender pay gap.

This report reflects the overall results of Wood in the UK, across all employing entities, regardless of the requirement to report, to provide an accurate year-on-year picture. The entities included are:

- Wood Group UK Ltd
- Wood Transmission and Distribution Limited
- The Automated Technology Group Limited
- PSJ Fabrications Ltd*

Results by employing entity can be found at the end of this report and the UK Government Gender Pay Gap Service.

*Entity level data for PSJ Fabrications Ltd, which employs a small number of employees and is not a mandatory entity to report, has been excluded from this report and the reporting service to protect the privacy of our employees.

Accuracy statement

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

Marla Storm

Marla Storm
Chief Human Resources Officer, Wood

Reporting requirements

The regulations require reporting on pay and bonuses by employing entity as follows:

- The mean gender pay gap – the difference between the average gross hourly pay for male and female employees.
- The median gender pay gap – the difference between the median gross hourly pay for male and female employees.
- Proportion of male/female employees in each quartile of our overall salary range.
- The mean bonus pay gap – the difference between the average annual bonus payments received by male and female employees.
- The median bonus pay gap - the difference between the median annual bonus payments received by male and female employees.
- Proportion of male/female in receipt of bonuses, in the 12 months before the snapshot date. Results are published on the UK Government website, categorised by industry sector, and are held on the company website for a minimum period of three years.

"We know that addressing female representation will help Wood accelerate closing the gender pay gap. Wood remains committed to create an inspired culture and fostering a diverse and inclusive workforce. We are working hard to increase representation of women and under represented groups across our workforce but we know there is more to do. Not only is this the right thing to do but it will help us attract world-class talent to help us design the future."

Marla Storm,
Chief Human Resources Officer, Wood

Gender pay gap results

Employees at snapshot date:

5,236

Gender balance



In receipt of bonus



Mean Gap/Median Gap Pay



Mean Gap/Median Gap Bonus



Quartiles	Male	Female
Upper	89%	11%
Upper Middle	86%	14%
Lower Middle	76%	24%
Lower	59%	41%

Understanding our data

It is well reported that the reasons behind the gender pay gap are complex. As in previous years, we undertook extensive analysis of the results to understand any gap and continue to be confident that our pay is free from bias. Our results are heavily influenced by having a higher percentage of males in leadership, technical and site-based roles than females. Our diversity and inclusion strategy and the measures already being taken to address the gap, are designed to have a longer-term impact on reducing any real pay gap between the pay of males and females.

Key changes for 2024 reporting:

In 2024, the mean Gender Pay Gap is 24.2%, and the mean bonus pay gap is 29.0%. This is an increase of 0.9% in the mean Gender Pay Gap and an increase in the mean bonus pay gap of 15.8% since 2023. In 2024, the median Gender Pay Gap is 33.9%, and the median bonus pay gap is 44.0%. This is an increase of 2.8% compared with the median Gender Pay Gap in 2023, and an increase in the median bonus pay gap of 44.7% from 2023. In 2024 female representation remained consistent at 22% across our UK business.

Gender pay gap:

The pay gap is driven by the types of role Wood offers and by the markets in which we operate. We are confident that any gap relates to the gender distribution across our salary scale, in particular, there are still proportionately more male employees occupying more senior highly paid positions and it is not because of an underlying equal pay issue. In April 2024, 35% of our employees undertook site rotation work (2% of which are female), which have a broad variety of pay structures, including additional pay premiums, unsocial hours allowances and working patterns typical of these types of roles which have historically been filled by males in our industry. We remain focused on attracting more females into the industry and into job roles historically filled by males.

Government regulations require the gender pay gap to be calculated after salary sacrifice deductions. At Wood, we offer salary sacrifice deductions for employee pension contributions and our range of flexible benefits that we offer to office based employees which impacts our Gender Pay Gap, employees with identical salaries who select a different benefit offering or pension contribution can have different hourly rates of pay under the calculations.

Bonus pay gap:

Wood operates a range of bonus plans which are tailored to different groups of employees, each with a different purpose. The Annual Bonus Plan, aimed at senior employees critical to Wood's future success and who are in a position that can materially influence the success of Wood, is the main plan which is applied consistently across the business with eligibility to participate linked with the position level held, and free from gender bias. Other types of bonus plans included in our results which are monitored to ensure they are free from bias are client specific performance bonuses; senior leader long-term incentive plans; employee share plans; spot recognition awards; long service awards and retention awards.

The change in our bonus gap was driven by the fact, that as disclosed in our 2023 report, the payment of the Annual Bonus Plan for senior employees (which has many female participants) included payment for both 2022 and 2021 performance years given the delay in our publication of our financial results for 2021.



Addressing the gap

At Wood, we believe an inspired culture starts with an engaged, diverse and inclusive employee culture where people are empowered to deliver global change.

The oil and gas industry will play a central and critical role in the energy transition, and it's predicted that by 2050, the UK alone will need 400,000 people to create a net zero energy workforce. However, women only make up an average of 23% of the global oil and gas industry workforce.

Wood is a global leader in consulting and engineering, delivering solutions to complex challenges in energy and materials markets. We employ 35,000 of the world's most critical engineering and technical skills to deliver secure, clean and sustainable energy and materials.

Our mission is 'remarkable people, trusted to design, build and advance the world.' We place people at the front of our mission and everything we do to deliver the energy and material demands of the world and achieve the ultimate ambition of net zero. Working across 60 countries and in highly competitive markets, Wood's success is underpinned by its ability to attract and retain the best skills and most diverse talent and minds.

Wood's strategy centres on designing the future and it takes diversity of thoughts, experiences, skills and perspectives to digitalise and decarbonise industry. This is a particularly critical time as our energy system is changing, the industry needs greater diversity to ensure we have the innovation and leadership for a successful energy transition - ultimately ensuring we are much more representative of the consumers we serve.

In Wood's strategy we commit to ensure 40% of women in leadership positions by 2030 as one of several key strategic growth metrics.

We continue to shine a spotlight on diversity, inclusion, belonging and talent whilst ensuring our policies, recruitment and reward frameworks are free from bias. We continue to strive to be a workplace of choice for diverse talent, particularly women and minority groups, by holding our leaders accountable and taking action through:

Attracting and developing women

- Attracting and retaining key talent from the full spectrum of the global talent pool, particularly from under-represented groups, unlocking diverse talent and matching people to the best growth opportunities, monitoring and developing targeted action plans
- Monitoring our recruitment processes to ensure inclusive language on position descriptions, diverse interview panels and diverse candidate slates at longlist and shortlisting stages
- Ensuring equal opportunities for growth and development for all our people
- Continuously driving representation of women and under-represented groups across our global graduate intake
- Our Women's Network (Equal Footing) and local chapters (Women of Wood) have delivered events and campaigns across the globe including Menopause Cafe - a monthly safe space to share experiences and learn
- Supporting multiple external partnerships across the countries we operate in which focus on attraction and enhancing the experience for women and talent from under-represented groups including Society of Women Engineers (USA), BEYA STEM (USA), CEOs for Gender Equity (Australia), Black Girls Do Engineering (USA) RoboGirls (Australia), Powerful Women (UK) and AFBF-UK (UK). This also included collaborating with Powerful Women on Empower Her In Energy campaign to promote careers in STEM to women and girls in 2024.

Retaining Women

- In our 2024 global engagement survey, we provided employees in 12 countries the option to self-disclose their ethnicity, gender and/or sexual orientation. These insights are being used to identify areas for improvement to ensure we increase representation of women across all areas of our organisation
- We consistently track and analyse diversity statistics, through our HR Information System (HRIS), to allow informed decision making across the business
- We are continuing to review our policies to ensure they remain inclusive and our flexible-working policy provides support to our people who are balancing their work commitment with family and/or caring responsibilities.

Pay Equity

Transparency of pay for our people is one of our key principles of reward, with base pay reporting available for most of our global population. The reports enable line managers to review the pay of their people against salary bands which are specific to the job level, function and country of work to ensure no bias in the application of our pay frameworks. Line managers are accountable for ensuring fair pay practices for their people and engaging with them in open, honest dialogue about their pay.

Flexible and hybrid working

Our Flexible Working Policy continues to enhance our ability to offer all of our people the opportunity to adopt a hybrid-working pattern, enabling a better work life balance.



Wood Group UK Limited

Employees at snapshot date:

4,971

95%
of overall employees reported

Gender balance:

Male Female
78% 22%

Base pay:

	% gap
Mean	24.5%
Median	33.6%

Quartiles	Male	Female
Upper	89%	11%
Upper Middle	86%	14%
Lower Middle	76%	24%
Lower	57%	43%

Bonus:

	% gap
Mean	29.9%
Median	50.0%

% in receipt of bonus

Male Female
36.0% 37.3%

Wood Transmission & Distribution Ltd

Employees at snapshot date:

186

4%
of overall employees reported

Gender balance:

Male Female
85% 15%

Base pay:

	% gap
Mean	34.6%
Median	30.6%

Quartiles	Male	Female
Upper	100%	0%
Upper Middle	96%	4%
Lower Middle	85%	15%
Lower	80%	20%

Bonus:

	% gap
Mean	68.9%
Median	37.5%

% in receipt of bonus

Male Female
35.7% 43.0%

The Automated Technology Group Ltd

Employees at snapshot date:

48

1%
of overall employees reported

Gender balance:

Male Female
73% 27%

Base pay:

	% gap
Mean	39.5%
Median	43.6%

Quartiles	Male	Female
Upper	97%	3%
Upper Middle	86%	14%
Lower Middle	94%	6%
Lower	44%	56%

Bonus:

	% gap
Mean	72.9%
Median	-45.5%

% in receipt of bonus

Male Female
17.1% 23.1%

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