



Harbour Energy plc

# UK Gender Pay Gap Report 2024



#WeAreHarbourEnergy





# FOREWORD

## PLAYING OUR PART IN MEETING THE WORLD'S ENERGY NEEDS

Harbour Energy has grown to become one of the world's largest and most geographically diverse independent oil and gas companies. Our purpose is to play a significant role in meeting the world's energy needs through the safe, efficient and responsible production of hydrocarbons, while creating value for our stakeholders.



Welcome to Harbour Energy's 2024 UK Gender Pay Gap Report.

We continue to work to address the gender pay gap and create an environment where women can thrive and progress in their careers.

The report shows that the median pay gap for 2024 was 23.6 per cent. While the number is higher than we would like, it does represent progress on the 2023 reported figure of 26.7 per cent. Globally, women make up 27 per cent of our workforce. In the UK, our figure is 29 per cent.

We are always looking to improve how we attract, retain, and develop women at all stages of their careers, and to help remove barriers to their career progress. To that end, we work with recruiters and organisations that promote us as an employer of choice. We also support our senior female talent through our global mentoring programme and sponsorship opportunities, actively monitoring promotion data to measure progress.

Investment in our STEM Returners programme continues. This programme encourages women to rejoin the workforce after a career break. Our family-friendly and flexible working practices have been refreshed and relaunched, allowing people to pursue non-linear career paths.

We have also launched menopause e-learning for managers as part of our commitment to the Workplace Menopause Pledge, which is about supporting women during the menopause transition.

Our partnerships with external organisations, such as the Women's Engineering Society and the Institute of Neurodiversity, continue to flourish, allowing us to benefit from peer best practices.

Our diversity ambitions are clear: by 2030, we aim for 40 per cent of our leadership across our global business to come from diverse backgrounds, 30 per cent of senior management and our overall workforce to be women, and 40 per cent of our graduates to be female.

We know that change takes time, and that progress may be slow, but we are fully committed to taking positive steps to address the gap and create a balanced and inclusive workforce.

23.6%  
Median pay gap for 2024

29%  
of Harbour Energy employees in the UK are women



Our ambitions are clear: by 2030, we aim for 30 per cent of senior management and our global workforce to be women, and 40 per cent of our graduates to be female."

LINDA Z. COOK  
CHIEF EXECUTIVE OFFICER





# ABOUT THIS REPORT



In the UK, companies with more than 250 employees are required by law to publish their gender pay gap data annually. Our gender pay gap data allows us to measure the percentage difference in average hourly pay and bonuses of all men and women within our UK business.

Reporting on our gender pay gap helps us better understand issues related to gender pay and identify areas for improvement.

Our UK Gender Pay Gap Report 2024 includes our pay and bonus gaps within our UK entity, at both our onshore and offshore sites. The report also examines the actions we are taking to monitor and address our pay gap in the UK.

Our focus on Diversity, Equity & Inclusion (DE&I) training continued in 2024 when we invested in training on a range of topics including menopause awareness, inclusive hiring practices, and inclusive leadership. We also continued to work with external recruitment partners that are aligned with our DE&I goals, ensuring Harbour Energy is accessible to emerging female talent from diverse backgrounds.

We launched seven enhanced family-friendly policies, demonstrating our commitment to taking positive action to support different family types.

At Harbour Energy, DE&I is woven into the fabric of our organisation, and we will continue to monitor our performance against measures that highlight gender gaps across the company.

**MAVIS ANAGBOSO**  
HEAD OF DIVERSITY, EQUITY & INCLUSION (EUROPE)



We launched seven enhanced family-friendly policies designed to help our employees remain productive throughout their working lives.”

**MAVIS ANAGBOSO**  
HEAD OF DIVERSITY, EQUITY & INCLUSION (EUROPE)

We confirm that the gender pay gap data reported here is accurate and has been produced in accordance with the Equality Pay Act 2010.

**Linda Z. Cook**  
Chief Executive Officer

**Gill Riggs**  
Chief Human Resources Officer







# OUR 2024 RESULTS STATUTORY DISCLOSURE

Our 2024 UK Gender Pay Gap Report, our third, charts our progress against the benchmark set in 2022. Although the gap has narrowed since 2023, our commitment to tackling the gender pay gap through positive action is ongoing. Our focus for 2025 is to continue to deliver on our action plan.

As of 5 April 2024, our report covers individuals who meet the relevant employee criteria as defined by the UK Government guidance for reporting. This comprises 850 men and 305 women. Our mean gender pay gap for 2024 is 16.0 per cent, and our mean gender bonus gap is 8.4 per cent. Our median gender pay gap is 23.6 per cent, and the median gender bonus gap is 8.1 per cent.

### Equal pay vs gender pay gap

A gender pay gap is different from equal pay. Gender pay gap reporting calculates the difference in average pay for all organisational roles and does not differentiate between the work being carried out. Equal pay refers to men and women performing equal work for equal pay. The two terms are not interchangeable, so a gender pay gap does not indicate an issue with equal pay.

At Harbour Energy, we use industry benchmarking data and internal pay audits to ensure that all employees have a transparent, fair, and competitive pay and benefits structure that does not discriminate against sex, gender, or ethnic origin.



This latest report shows we are progressing against our 2022 baseline data. We will continue with our work to narrow our gender pay gap and increase the presence of women at the most senior levels in Harbour Energy.”

GILL RIGGS  
CHIEF HUMAN RESOURCES OFFICER

### Average hourly pay by gender

Mean gender pay gap

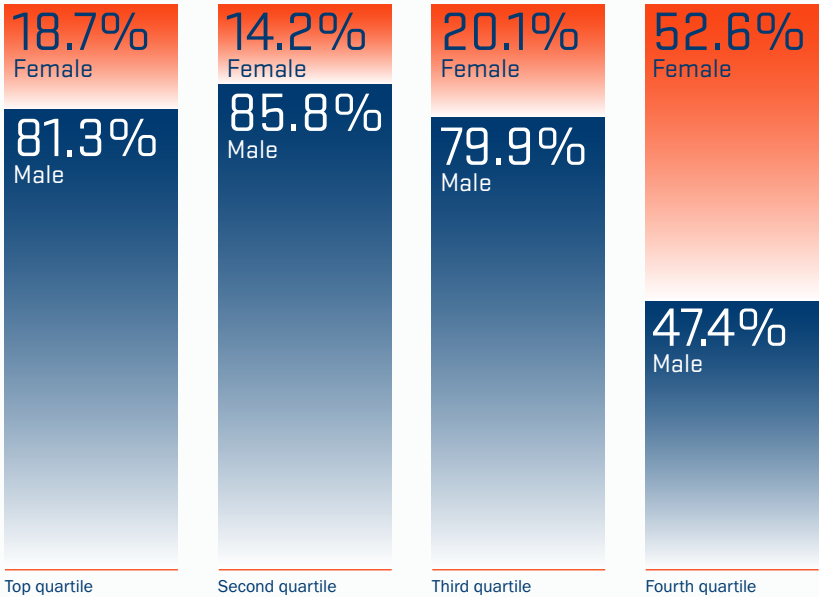
16.0%

Median gender pay gap

23.6%

Employee breakdown by quartile (by hourly pay)

### Employee breakdown by quartile (by hourly pay)



### Bonus Pay Gap

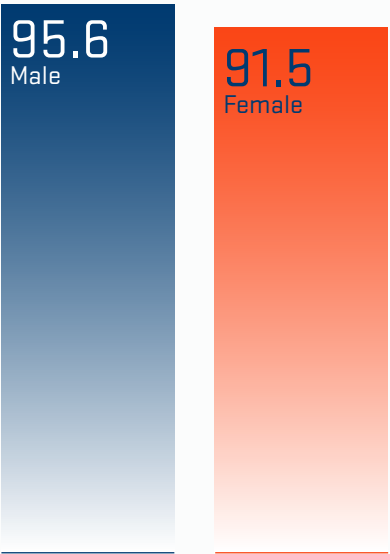
Mean gender bonus gap

8.4%

Median gender bonus gap

8.1%

### % of employees with bonus (up to snapshot date)





# OUR COMMITMENT TO CLOSING THE GENDER PAY GAP

The data in this report shows that, while we have made some progress, we still have work to do. Below are some details of the action we are taking to close the gender pay gap:



Our proudest achievement has been the establishment and growth of the Gender Balance Network, alongside our collaborative efforts with other employee resource groups. We've achieved milestones outlined in our roadmap, ensuring our views are heard in policy changes and contributing to a more inclusive workplace where everyone feels valued.

Through extensive research, we provided valuable insights into Harbour's family-friendly policies, which will lead to their refinement to better meet the needs of all employees.

JENI BRATTON  
DEVELOPMENT CONSENT ORDER AND  
COMMERCIAL ADVISOR – VIKING CCS

## Actions taken to close the gap include:

- Clear DE&I commitment
- DE&I awareness and communication
- Embedding our Employee Resource Groups (ERGs)
- Inclusive recruitment framework
- External partnerships
- Inclusive leadership
- Alternative career paths
- Employee support
- Early career support



### Clear DE&I commitment

Our commitment to promoting gender diversity within our leadership team, senior management and wider workforce is unwavering. To find out more about our global DE&I ambitions, see page 58 of our 2024 Annual Report.



We have designed a comprehensive reward strategy and philosophy that is underpinned by our values, and based on the principles of equity, inclusivity, and transparency. Our flexible benefits are designed to meet the diverse needs of our employees and their families. We want to cultivate an inclusive culture where every individual's contribution is recognised and rewarded accordingly."

SHARON BRUCE  
SENIOR MANAGER – TOTAL REWARD, UK & NORWAY

### DE&I awareness and communication

The work we began in 2023, designed to build and embed an inclusive culture and create a sense of belonging, continued in this most recent reporting period:

- We organised DE&I panel discussions that raised awareness and encouraged open discussion on inclusion topics. These sessions were offered online and in person and were highly regarded by our employees
- Employee Resource Group (ERG): our ERGs ran coffee mornings and "Lunch and Learn" events to encourage discussion and actions on inclusion topics
- Our CEO took part in a Gender Balance ERG career path workshop
- We ran a gender pay gap "Lunch and Learn" event
- We organised DE&I awareness training, inclusive leadership training sessions, and licence-to-recruit training for hiring managers
- We have eight DE&I employee-led ERGs, four of which now have a global presence

Our communication strategy for DE&I includes using our ERGs as change agents to promote awareness of DE&I in the company. This complements the other communication channels we have in place to embed a culture of DE&I awareness and understanding.



# OUR COMMITMENT TO CLOSING THE GENDER PAY GAP CONTINUED

## Embedding our Employee Resource Groups

Our Employee Resource Groups (ERGs) play a crucial role in fostering a diverse and inclusive workforce within Harbour. These employee-led networks are supported by an executive sponsor. During 2024 we provided guidance and additional support to our executive sponsors to set them up for success in their work with the groups.

We take an intersectional approach to identity and recognise that the experiences of our female colleagues are often affected by other identities they may have. Our eight resource groups highlight and address issues relating to female identity in the workplace by building inclusive environments where diverse identities are recognised and valued.

Our ERGs help to raise awareness of diversity issues, challenge biases and stereotypes, promoting a culture of belonging within Harbour while building engagement and driving positive actions across the company. For example, in 2024, our Gender Balance ERG proposed changes to further improve Harbour’s family-friendly policies, and our Menopause ERG recognises the need to provide education and support on this topic for all individuals and managers.

Now that we are an expanded business, in the coming year our ERGs will benefit from access to a wider, global network, which can only strengthen engagement and delivery of our 2025 actions.

Case Study →

FIND OUT MORE ABOUT OUR EMPLOYEE RESOURCE GROUPS ON PAGE 58 OF OUR 2024 ANNUAL REPORT  
VIEW MORE AT [HARBourenergy.com/ar-report-2024](https://harbourenergy.com/ar-report-2024)



Chris Tayler is a mechanical engineer and a Lead Operations Engineer with our UKBU. He’s also a member of our Gender Balance Employee Resource Group (ERG).

“I wanted to join the network because my wife works in a similar role to me in our industry,” says Chris. “I see, first hand, some of the imbalances and challenges she faces that I don’t, and I wanted to be part of doing something about that in Harbour.”

With other ERG members, Chris consults with HR and the DE&I team on initiatives such as our family friendly and flexible working policies. “I’m very vocal with colleagues who have families, urging them to take advantage of the very generous provision that’s in place for parents,” comments Chris. “These policies enable

us to share the load with our partners and spend as much time as possible with our children while they’re young.”

In what has been a traditionally male industry, does he see change in Harbour?

“Absolutely,” says Chris. “For example, there are more women working offshore now and the narrative about it being a place where just men work is definitely changing.

“We have several women in very senior roles in the business. Those strong leadership models help people to see they can do it too, and that makes Harbour an exciting place to work.”

**CHRIS TAYLER**  
LEAD OPERATIONS ENGINEER,  
UK BUSINESS UNIT (UKBU)

## Inclusive recruitment framework

Embedding an inclusive recruitment framework is crucial to the success of our DE&I strategy. Having a framework ensures we adopt a consistent approach right through the process, from designing roles to onboarding, providing equal opportunities for employment regardless of gender. We have embedded an inclusive approach at every stage, including advertising, application, and selection, with a positive experience for candidates being the top priority.

- Diverse interview panels and candidate shortlists
- Training for all hiring managers
- Using a range of diverse job boards
- Providing candidates with pre-interview support packs
- Establishing a consistent set of competency-based questions
- Inclusive language in job adverts

In 2024, we introduced inclusive recruitment training for all hiring managers and those involved in the recruitment process. We are recognised as an Endorsed Employer by WORK180, a platform we use to advertise roles as an employer committed to supporting women’s careers.

We have maintained our focus on achieving gender-balanced shortlists for graduate recruitment, and we insist on diverse shortlists and interview panels for our experienced hires.

We have continued to invest in the STEM Returns programme, and plan to reintroduce it in 2025. This programme helps those in STEM roles to return to work after an extended career break. The fully paid 12-week placements specifically target applicants with employment gaps. Although the programme is open to any gender, we have seen a significant proportion of applications from women. The paid placement allows candidates to be reintegrated into work in an inclusive and supportive environment.

We use data collection systems to monitor our applicants’ diversity throughout the recruitment lifecycle. The information is shared with the company’s senior leaders.

## External partnerships

We have added to the list of our partnerships with external organisations that align with our core values. The list now includes Henpicked, which addresses menopause in the workplace, and Women on Boards, an organisation that aims to increase the representation of women on corporate boards. Other partners include:

- The Women’s Engineering Society (WES)
- Institute of Neurodiversity (ION)
- STEM Learning

- Association for Black and Ethnic Minority Engineers (AFBE)
- STEM Returners
- General Counsel for Diversity & Inclusion (GCD&I) – Signatory
- AXIS Network – Pledge Signatory
- Business Disability Forum – Member

Our DE&I partners provide us with invaluable insights and best practices from other organisations that we can apply in Harbour Energy.





# OUR COMMITMENT TO CLOSING THE GENDER PAY GAP CONTINUED

## Inclusive leadership

Harbour Energy is committed to empowering individuals and fostering a culture of belonging, where everyone can excel. We lead from the top with authenticity and have continued to deliver our DE&I learning programme for our senior leadership teams and managers. This programme, which sets clear expectations for our leaders, is being rolled out globally.

## Alternative career paths

We recognise that not every career path is linear. Our inclusive recruitment framework helps us to attract candidates from a wide range of sectors and with a wide range of skills.

Case Study →



Curiosity and a desire for continuous learning has served Tolani Ashaye well in her career. Currently our Head of Finance Transformation, Tolani started her working life in banking.

“While at Barclays, I realised I had an affinity for technology – whatever project I was involved in, I always ended up taking on the tech role,” comments Tolani.

That interest led to a Masters in Management of IT and SAP certification and Tolani became a SAP consultant. Her desire to challenge herself and her curiosity about new industries means she has worked across multiple sectors and companies including Disney, lastminute.com, NEC Global, EMI Music, Warner Brothers and, just prior to joining Harbour last year, Apple.

“There are a number of females in senior roles in head office here,” says Tolani. “In terms of gender diversity, Harbour is doing a good job. But some work needs to be done on other aspects of diversity such as increasing the ethnic diversity representation in the company.

“For example, pairing people with role models and colleagues at a senior level who can mentor them and advocate for them can be very powerful.”

And her advice to female colleagues working in technology who want to get to the top in their careers? “Be very intentional about your career progression,” says Tolani. “Stay curious and adopt a growth mindset. Seek out your own opportunities as much as you can – take charge of your career.”

**TOLANI ASHAYE**  
HEAD OF FINANCE TRANSFORMATION

## Employee support

During 2024, in collaboration with our Gender Balance ERG, we reviewed and updated our family-friendly policies to provide more support for parents returning to work and enable them to share parenting responsibilities. Building a supportive culture around flexible working and enhanced pay will ensure that we retain and attract more women into the industry while reducing gender imbalances. We will continue to ensure our family-friendly policies are gender-neutral and equally support individuals with family responsibilities.

We have provided internal resources, such as free neurodiversity assessments to all employees, access to dedicated menopause support, fertility testing, annual health assessments, family private medical/dental cover, carers and neonatal leave, plus sabbatical and flexi-time policies. We take positive action by providing various support for the mental health of our workforce, including quiet rooms in all our UK offices and a number of other locations. We introduced menopause awareness e-learning for all our managers, to help them provide the right support for colleagues navigating this phase of their life.

Case Study →

## Early career support

We want to de-mystify our industry and provide opportunities for young people who may not have previously considered a career in STEM. Our support system for early career colleagues includes initiatives such as our monthly Lunch and Learn events, which provide insights into different parts of the business and other roles and career possibilities.

These colleagues also have direct access to leaders at our regular Let’s Chat sessions. These are informal meetings where a small number of colleagues can meet leaders face to face, and chat to them about their career and industry

Chemical engineering is in the blood for Kerry Smyth: she's one of three siblings with a degree in the subject.

In 2010, Kerry worked for ConocoPhillips on a summer placement while at Uni. Today she manages a team of multi-discipline engineers in Late Life Operations. “I had planned to stay in Glasgow and work in the whisky industry, but I loved the job and the energy industry, so I accepted the permanent role when it was offered,” says Kerry.

Four years ago, she took time off to have a little boy. “My line manager couldn’t have been more supportive when I told him I was pregnant,” she says. “And our maternity package meant that, with some financial planning, I could take a year off to spend with my son.”

While on leave, Kerry had the chance to apply for a promotion. She was successful and returned from leave to a new job with more responsibility. “I think my experience demonstrates that things are changing, in terms of women progressing in STEM roles. There’s more to do, but we’re moving in the right direction,” she says. “I’m aware it’s not the case for everyone, but my personal experience has been positive so far.”

**KERRY SMYTH**  
TECHNICAL SUPPORT MANAGER, UK BUSINESS UNIT (UKBU)

experience. They are also offered career growth opportunities through activities designed to build confidence and visibility. These include internal and external speaking engagements, industry-wide networking opportunities, and sponsorships to attend conferences.

We remain committed to attracting candidates from diverse backgrounds, and we aim to achieve a 40 per cent gender balance in our graduate programme by 2030.

We launched our Women in Engineering programme to encourage the study of STEM courses, and in particular address the gender gap in STEM disciplines, by supporting more females into the profession. The students will work with industry mentors who will support their academic research through paid summer placements.

In 2024, we launched an innovation challenge for our early career professionals to encourage innovative idea-generation in our UK business. The shortlisted contestants worked with senior mentors to develop their business ideas over 12 months and come up with a proof of concept. This programme is one of several ways in which we are empowering our teams to make meaningful contributions to the business.



## OUR COMMITMENT TO CLOSING THE GENDER PAY GAP CONTINUED

# An interview with Nicola Murray

VP, HR UK

In the oil and gas industry career paths don't have to be linear, as you'll discover in this interview with Nicola Murray, our VP, Human Resources, UK Business Unit:

### Tell us about your role in Harbour Energy

I joined Harbour Energy in October last year and I am responsible for the people strategies and priorities for the UK Business Unit (UKBU). I manage a team of 12 people and I am also responsible for consulting with the leadership team.

I come from a service company background, so this is my first time working for an operator. It is quite similar in terms of the supportive culture and opportunities for self-development that are in place, as well as being a fast-paced environment.

### Describe the career journey that led you to this role

I left school at 15. I had always wanted to be a lawyer, but personal circumstances changed my mind, and I went to college to do hairdressing. But it turned out to be more of a hobby and not really a career for me.

At 19, I decided to work offshore as a stewardess for just over two years, cleaning cabins, working in the canteen, laundry, and heli-admin. The experience gave me a real appreciation of working life offshore.

After a short stint working in HR in an agricultural office, I switched into the energy sector. I moved to London to work on an assignment for Lloyd's Register, which involved several visits to Kazakhstan. During this assignment I studied for a Master's degree in HR Management.

My next role was with the HR team at Petrofac, followed by a role at Wood Group. While there, I became a mum and took 10 months off on maternity leave. I moved to Stork about a year later. I was with Stork for eight years, the last five as HR Director, when I focused on a real cultural transformation.



Be you, build trust, and credibility. Make the most of every task and opportunity that comes your way.

NICOLA MURRAY  
VP, HR UK

### How do you think our industry, and Harbour in particular, fares in terms of gender diversity?

In relation to the industry in general, the majority of our working population is offshore and that is still a male-dominated environment. But there is a lot of work being done by the industry, particularly with schools and colleges, to change that and encourage more females into the STEM side of things.

In terms of gender diversity in Harbour, I've been pleasantly surprised by the number of females we have working for us. I think this has a lot to do with having an attractive graduate scheme in place and some fantastic policies such as flexible working and enhanced family friendly policies that incorporate adoption, neonatal, and carers leave. The policies are among the most generous I have seen in the industry. So, I think we're doing a fantastic job of making sure all our employees, of whatever gender and background, are looked after but many of our policies are very attractive to females obviously.

### What can we do to narrow the gender pay gap?

Continue doing what we are doing, empower the next generation, measure policy utilisation, carry out regular pay audits and really look at the demographics.

As part of our succession planning, we need to continue to identify key individuals, putting strong personal development plans in place and monitoring them regularly, so we can ensure we're nurturing the right people and preparing them for future roles. Our inclusive recruitment approach and our mentoring programme also have roles to play.

### Do you have any advice for somebody who wants to work in the oil and gas industry?

Be you, build trust, and credibility. Make the most of every task and opportunity that comes your way, because each experience will teach you something valuable and could be crucial to your success down the road.







Registered Office

Harbour Energy plc  
4th Floor Saltire Court  
20 Castle Terrace  
Edinburgh  
EH1 2EN  
Registered No. SC234781

Head Office

Harbour Energy plc  
151 Buckingham Palace Road  
London  
SW1W 9SZ  
Tel: +44 (0)20 7730 1111

Further reading

 HARBOURENERGY.COM

 CODE OF CONDUCT

 2024 ANNUAL REPORT  
& ACCOUNTS



#WeAreHarbourEnergy

Designed and produced by three thirty studio  
[www.threethirty.studio](http://www.threethirty.studio)