



CB&I UK Limited  
Gender Pay Gap Report  
2017

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Our business is all about its people and the skills and experience that they have in order to respond to the challenges of our global energy clients. We take pride in hiring, developing and retaining high calibre professional staff, and our aim is to always do this through our gender-neutral processes.

The majority of our workforce in London emanate from STEM (Science, Technology, Engineering and Mathematics) disciplines that have an imbalance in the male to female take-up rates from the earliest stages of education. Only 15.8%<sup>1</sup> of engineering and technology undergraduates in the UK are female. This presents an ongoing challenge to the business in the hiring and retaining efforts we make to give us a gender-balanced profile. This is well-documented in the oil & gas sector in which we operate. Beyond the educational figures, only 9% of the engineering workforce in the UK is female and the UK has the lowest percentage of female engineering professionals in Europe at less than 10%<sup>2</sup>.

The UK Government's initiative to raise the profile of gender gaps in all industries reinforces our knowledge of the disparity in women joining our sector and the need, by us, to continue efforts to attract and retain the most diverse workforce that we can. This also gives us further focus to reassess how we apply our policies and what extra contribution we, as an organisation, can make to encourage women into oil & gas and the technical and operational disciplines that we have in our business.

Our Gender Pay Gap Report is now complete and we confirm that the following data is accurate and developed in line with the regulations.



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**Director of Operations**  
**CB&I UK Limited**



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**Director of Human Resources**  
**CB&I UK Limited**

## What is Gender Pay Gap Reporting?

The UK Government implemented a set of regulations making it a mandatory requirement on all businesses with a headcount in excess of 250 to report on their gender pay gap as described in the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017. The Regulations came into force in April 2017 with a snapshot reporting date of 5 April 2017.

## Clarity between Gender Pay Gap and Equal Pay

To eliminate any confusion between the Gender Pay Gap and Equal Pay it is important that the context is clear. While both approaches tackle the disparity between pay for men and women, what they are measuring is quite different:

**Equal Pay**, governed by the Equal Pay Act 2010, targets men and women being paid the same for carrying out work of equal value for the same employer. As a company we are confident that we provide parity on pay and hire employees for their abilities and reward equally for this.

**Gender Pay Gap** by contrast measures what the gender balance is within the whole of the organisation. This report reflects the Gender Pay Gap for the CB&I UK Limited entity only and shows the gender distribution across the organisation. The gap has not occurred as a result of our pay policies and practices.

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<sup>1</sup> Statistics on Women in Engineering, [www.wes.org.uk](http://www.wes.org.uk), January 2016

<sup>2</sup> Ibid 1

## Reporting Requirements

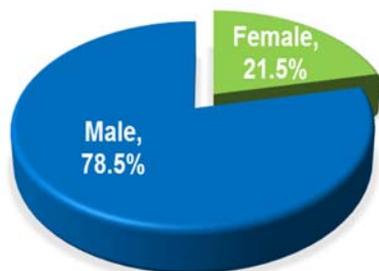
Under the Regulations, there are six clear reportable measures expressed as percentages:

- **Mean (average) gross hourly rate of pay**
- **Median gross hourly rate of pay**
- **Portion of male/female in hourly rate of pay quartiles**
- **Mean bonus pay**
- **Median bonus pay**
- **Proportion of male/female in receipt of bonuses in the 12 months prior to snapshot date**

## Gender Balance

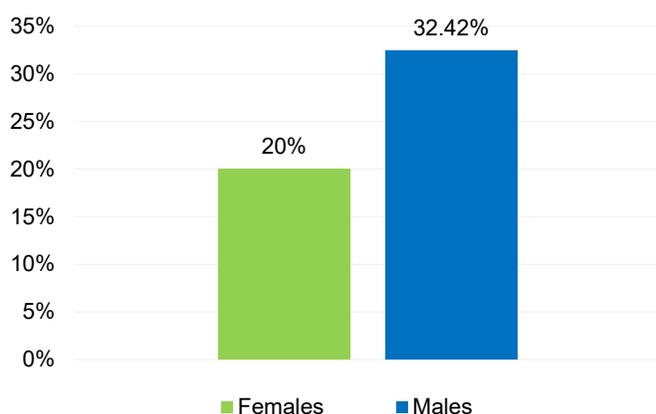
The gender balance within the company is somewhat reflective of the traditional sway towards men taking on roles that are more technical and more senior.

Employee ratio at the snapshot date:



	Mean	Median
Gender Pay Gap	33.85%	38.81%
Gender Bonus Gap	75.09%	53.66%

Males and females receiving bonuses in their respective gender groups in the 12 month period before the snapshot date:



## Quartiles

The quartiles reflect an even split of the CB&I UK population and the proportion of males and females in each of those quartiles.

Pay Quartiles	Percentage
<b>Lower Quartile</b>	
Female	42.86%
Male	57.14%
<b>Lower Middle Quartile</b>	
Female	27.14%
Male	72.86%
<b>Upper Middle Quartile</b>	
Female	8.57%
Male	91.43%
<b>Upper Quartile</b>	
Female	7.25%
Male	92.75%

## Addressing the Gender Pay Gap

We continually look for opportunities to enhance the policies we have, make changes to narrow the gender balance and to encourage an inclusive culture within our organisation.

With an aim of enhancing our ability to retain and attract employees across the professional spectrum and balancing work life with family life, we have developed flexible work practices. While we need an agile workforce, where practical to do so, we endeavour to apply flexible working, tailored to an individual's needs, whether on a short term or longer-term basis. We are pleased that the business has been able to accommodate an increasing level of flexibility in work life in this way.

Our Global Women's Leadership Network has been established for some time and our medium term plan is to reinvigorate this forum. It is designed to share experience and knowledge, develop skills and build networks to ensure that opportunities for women can be maximized within the global organisation.

The journey starts much sooner than this and we proactively encourage annual work experience with school children to show them what each engineering discipline does and the impact the projects have within the world around us. We aim to ensure gender-balanced involvement as much as possible.

Colleagues within our teams from a variety of technical disciplines have provided STEM Ambassador support and we will continue to encourage that for longer term improvement of gender balance in the sector. We are also active within British Chemical Engineering Contractors Association (BCECA), our trade association of peer competitor companies. The companies all have the interests of the industry at heart by profiling engineering as a career via BCECA 'industry' days, where we engage with STEM-biased undergraduates to show what career prospects are available. The challenge continues to be the lower numbers of females studying these subjects.

Our structured training programs, projects permitting, ensure that we offer opportunities that will give a breadth of experience to broaden assignment possibilities, balancing this with 'home' and 'away' working where possible. Our ongoing challenge is to provide these opportunities and make them attractive to more females within the workforce during and beyond the learning and developing years.

We have a well-established and successful mentoring program designed to develop personal and professional presence within the business and to build longstanding networks. We will continue to build upon this for all new entrants to the business and those within who have not yet signed up to the initiative.