



GENDER PAY GAP REPORT

SNAPSHOT DATE - 5 APRIL 2022



James Fisher and Sons plc
Pioneering Sustainably



CALCULATING THE GENDER PAY GAP

PRIVATE SECTOR ORGANISATIONS WHICH ARE PART OF A GROUP MUST REPORT INDIVIDUALLY IF THEY QUALIFY AS RELEVANT EMPLOYERS UNDER THE UK GOVERNMENT'S GENDER PAY GAP REPORTING REGULATIONS – THIS IS IF THEY HAVE MORE THAN 250 EMPLOYEES ON THE SNAPSHOT DATE. JAMES FISHER HAD TWO SUBSIDIARIES THAT REQUIRED SEPARATE REPORTING IN 2022, JAMES FISHER NUCLEAR LTD (JFN) AND JFD LTD (JFD).

IN THE INTEREST OF TRANSPARENCY, WE ARE ALSO REPORTING GENDER PAY GAP INFORMATION FOR THE WHOLE JAMES FISHER GROUP UK WORKFORCE WHICH CONSISTED OF APPROXIMATELY 1500 PEOPLE. THESE GROUP FIGURES INCLUDE THOSE INDIVIDUALS IN LEGAL ENTITIES WITH FEWER THAN 250 EMPLOYEES.

WHICH EMPLOYEES?

Data is calculated based on who is employed on 5 April each year. Employees are categorised as either full pay relevant employees, or relevant employees. Relevant employees are people not receiving their normal pay in the period including the snapshot date, this could be due to something like sickness absence, parental leave etc. Relevant employees are included in bonus gap assessments, but not the data for mean and median pay gaps, or for pay quartile distribution.

MEAN GENDER PAY GAP

The mean gender pay gap shows the difference in the average pay and bonus earnings of men and women across our UK workforce.

MEDIAN GENDER PAY GAP

To compare the median pay we rank our female employees and our male employees into two columns, arranging them in order of pay from highest to lowest, then compare the pay of the women in the middle of the female column with the pay of the men in the middle of the male column. The most common reason for a gap is that there are more men in senior roles than there are women.

GENDER BONUS GAP

These median and mean calculations are also carried out when comparing the total performance-based bonus payments received over the 12 month period up to the snapshot date.

BONUS PROPORTIONS

The proportion of male and female employees who were paid any amount of bonus pay during the 12 month period.

PAY QUANTILES ACROSS THE WORKFORCE

By ranking all employees by hourly rate, lowest to highest, and dividing the list into 4 equal parts we can see the distribution of male and female employees at different levels of the organisation.



UNDERSTANDING OUR PAY GAP



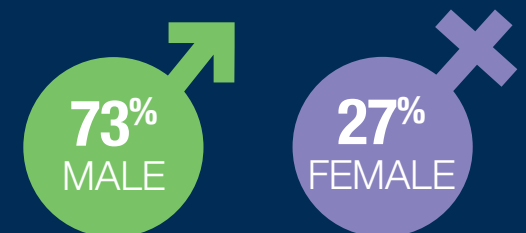
Gender pay gap data is not the same as an equal pay gap. As the analysis of pay by quartile shows (pg4), at a Group level men and women are paid similarly across the quartiles. Despite this, the mean (average) pay gap is 28.02%. This is a reduction from our highest reported mean pay gap of 34.62%, but we are committed to reducing this further.

We are confident that this pay gap is a product of gender mix rather than a result of pay differentials between males and females of a similar grade. As the analysis shows overleaf, the overall pay gap is due to the high proportion of men in senior roles and in disciplines which command higher salaries. A number of key operational management and senior Group roles are held by women in James Fisher but there remains a clear imbalance.

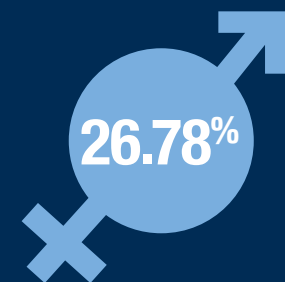
Part of the reason for this is that the majority of our workforce is employed in the engineering and offshore sectors where the proportion of women remains low. In 2020 the Royal Academy of Engineering* conducted a report analysing pay data of 42,000 engineers which concluded that women accounted for only 8% of those in the upper pay quartile. We believe that this imbalance can and should be narrowed and we describe our current initiatives in this area in our section on 'Closing the Gap'.

*<https://www.raeng.org.uk/diversity-in-engineering/employers/gender-pay-gap>

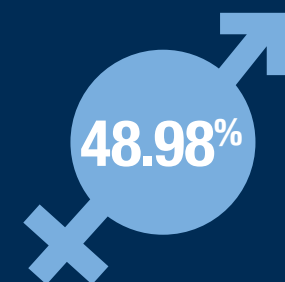
SNAPSHOT: 5 APRIL 2022: GENDER SPLIT OF UK WORKFORCE



MEDIAN HOURLY PAY GAP

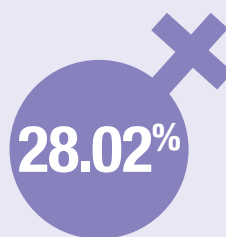


MEDIAN BONUS GAP



GROUP GENDER PAY GAP REPORTING

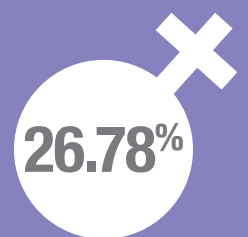
WOMEN'S MEAN
HOURLY RATE IS:



LOWER

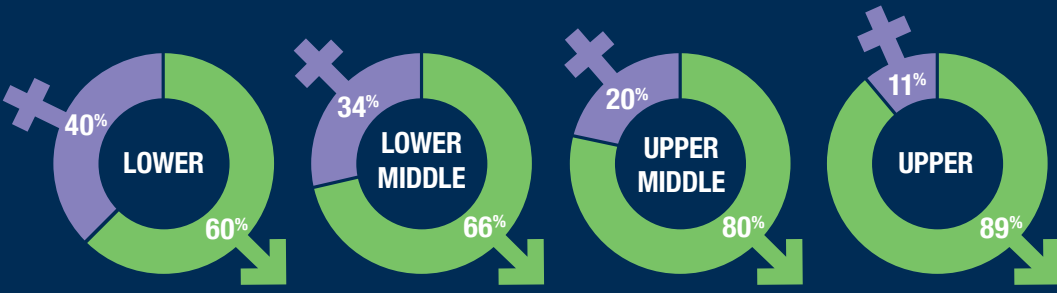
2021	29.56%
2020	26.81%
2019	31.94%
2018	34.63%
2017	30.05%

WOMEN'S MEDIAN
HOURLY RATE IS:



LOWER

2021	29.13%
2020	20.19%
2019	29.97%
2018	34.35%
2017	33.88%

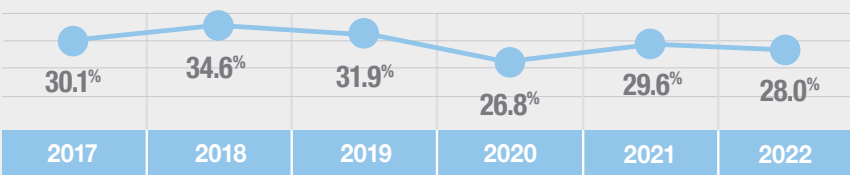


MEAN PAY GAP BY QUARTILE

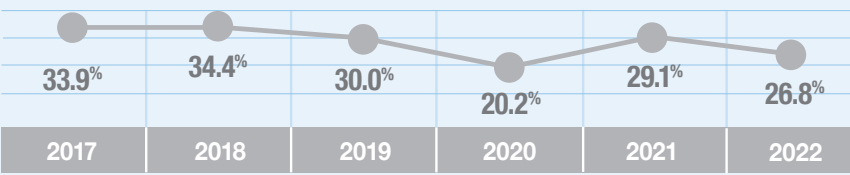


Overall 27% of the UK workforce was female. In this distribution across the pay quartiles we can see that our female employees are disproportionately over-represented in the lower paid roles, and under-represented in the most senior positions.

GROUP MEAN PAY GAP



GROUP MEDIAN PAY GAP

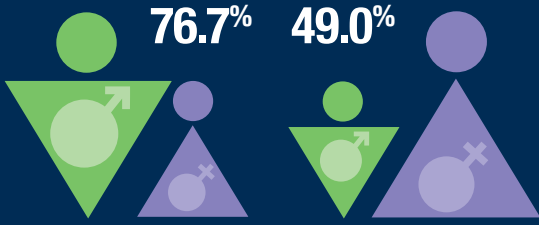


MEAN BONUS GAP

76.7%

MEDIAN BONUS GAP

49.0%



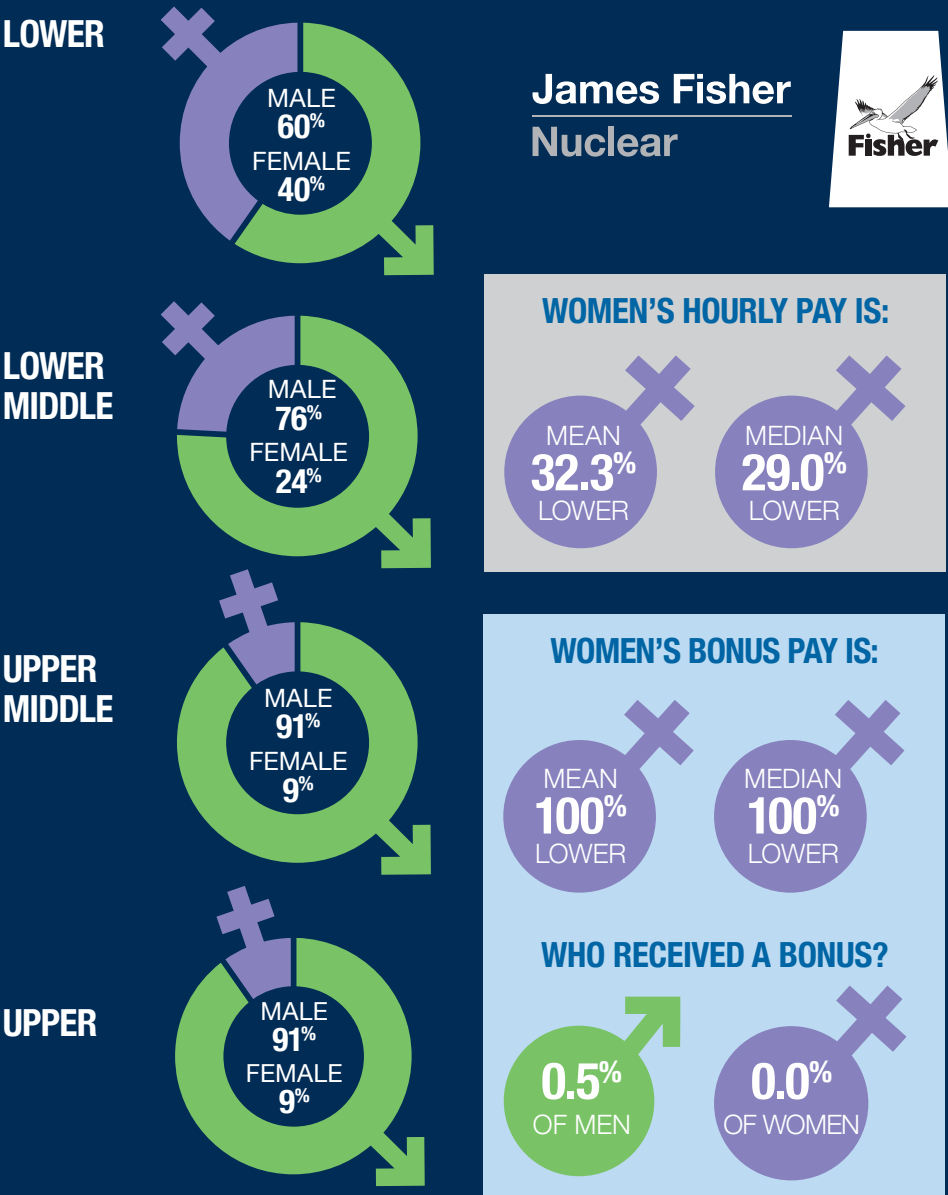
13.9% of male and 10.1% of female employees received a bonus in 2022.



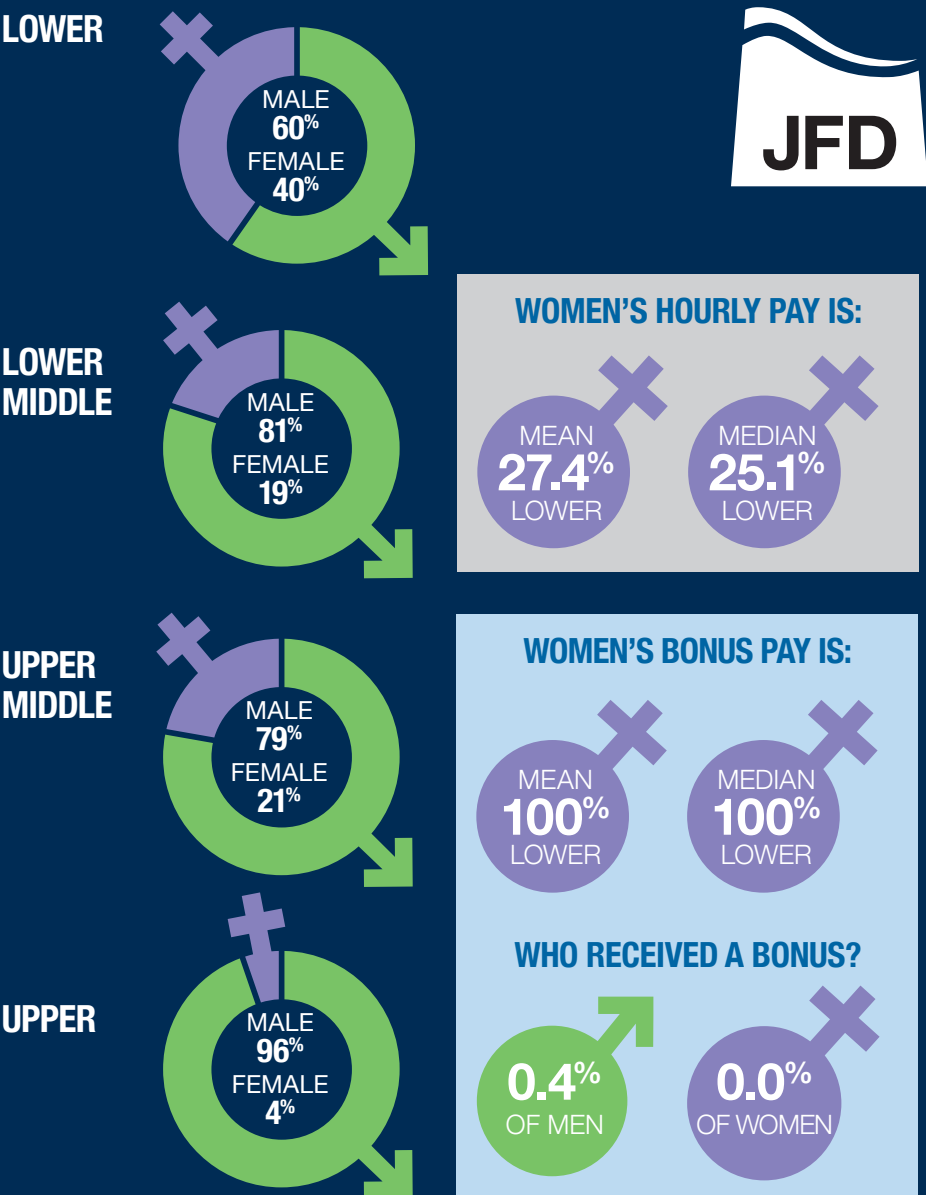
STATUTORY REPORTING

JAMES FISHER COMPANIES WITH 250+ EMPLOYEES

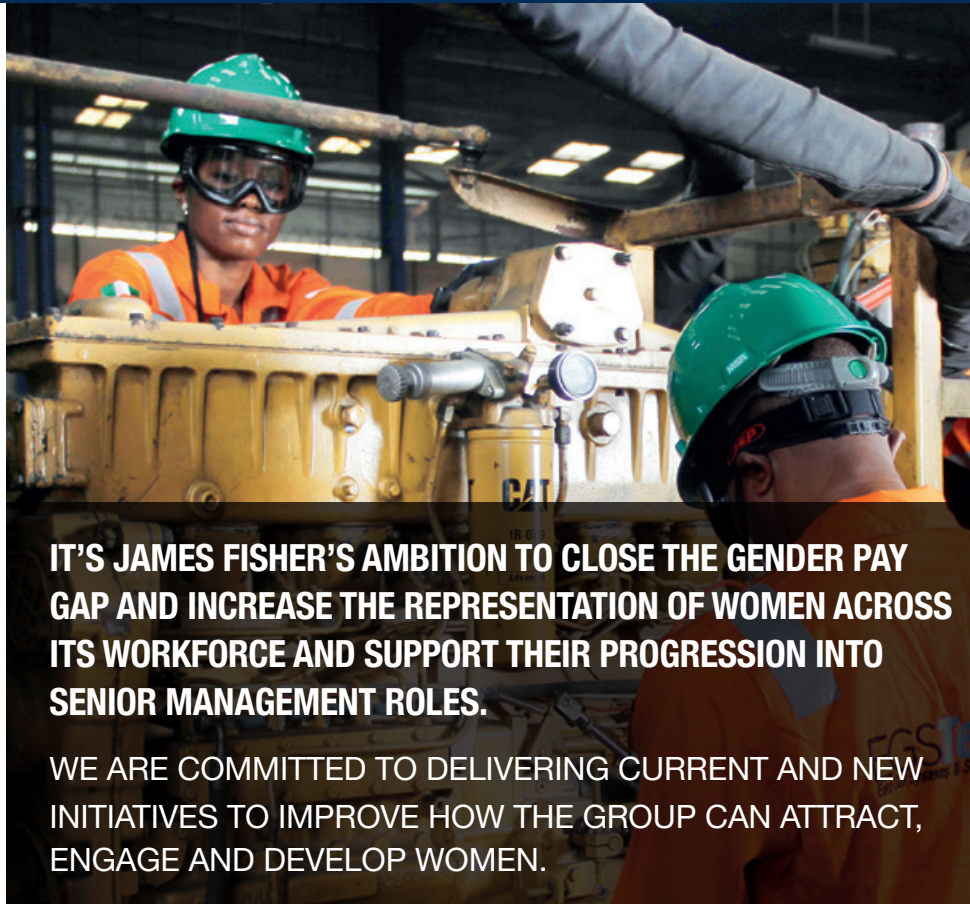
JAMES FISHER NUCLEAR LTD. PAY QUARTILES



JFD LTD. PAY QUARTILES



CLOSING THE GAP



IT'S JAMES FISHER'S AMBITION TO CLOSE THE GENDER PAY GAP AND INCREASE THE REPRESENTATION OF WOMEN ACROSS ITS WORKFORCE AND SUPPORT THEIR PROGRESSION INTO SENIOR MANAGEMENT ROLES.

WE ARE COMMITTED TO DELIVERING CURRENT AND NEW INITIATIVES TO IMPROVE HOW THE GROUP CAN ATTRACT, ENGAGE AND DEVELOP WOMEN.

LEADERSHIP DEVELOPMENT

James Fisher is committed to providing training and mentoring for women at all stages of their careers to support their development as leaders and as holders of senior positions within the Group. In 2022 the number of women completing our Leading The Business programme was over 3 times the 2021 level.

MATERNITY SUPPORT

James Fisher has a robust policy in place to support women before, during and after a period of maternity leave. We offer employees a generous enhanced maternity pay scheme, and a flexible return to work structure that supports the retention of talent.

FLEXIBLE WORKING

We operate a number of Group-wide flexible working policies that allow employees to complete their contracted working hours in a way that is supportive of their personal commitments wherever possible. In 2022 96% of formal requests were accepted, with many more informal arrangements in place supporting our employees.

DIVERSITY FOCUS

James Fisher has created an Equity, Diversity and Inclusion Working Group with representatives from across the organisation. The group explores initiatives to promote diversity and to address gaps in representation against both short and long term targets. In 2022 we launched our first global ED&I survey to engage our employees in the conversation, and guide our ongoing initiatives. We promote stories of women role models across our communication channels.

TALENT AND RECRUITMENT

The resourcing team use a gender decoder to ensure all job adverts are not unintentionally weighted towards male candidates. We promote content about our female workforce to encourage more women to apply. ED&I training forms part of our employee induction and is refreshed every 2 years.

MENOPAUSE POLICY

James Fisher has now launched a Menopause Policy intended to support both employees and their line managers with any impact of the menopause. By encouraging awareness and open conversation, employees impacted by menopause can be supported at work.

MANAGEMENT INFORMATION

The HR department operates a stringent and coherent system of recording and monitoring gender statistics throughout recruitment and promotion activities, to ensure full transparency and to identify areas for improvement.



DIRECTORS

THE DIRECTORS OF OUR LEGAL ENTITIES
CONFIRM THE INFORMATION AND DATA
REPORTED IS ACCURATE AS OF THE
SNAPSHOT DATE 5 APRIL 2022.

JAMES FISHER AND SONS PLC

James Fisher and Sons plc
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CHIEF EXECUTIVE OFFICER

JAMES FISHER NUCLEAR LTD

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