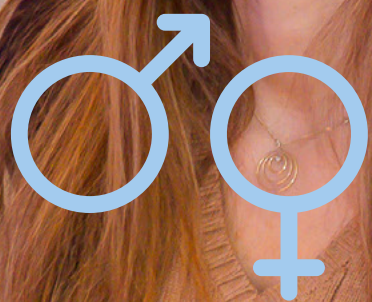


James Fisher and Sons plc
Pioneering Sustainably



SNAPSHOT DATE: 5 APRIL 2024

GENDER PAY GAP REPORT

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 one subsidiary that required separate reporting in 2024, 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 900 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 hourly pay and bonus earnings of men and women across our UK workforce.

Median gender pay gap

Median is a value that represents the midpoint of a population. When we arrange all the men and women according to their hourly pay from lowest to highest. The median pay gap is the difference between the hourly pay rate of the woman in the middle of the female lineup and the man in the middle of the male lineup.

Gender bonus gap

In 2023, the timing for bonus payouts were shifted from March to April. As a result, the 2023 bonus was paid in April 2024, whereas the 2022 bonus was paid in March 2023. Since both these timelines fall outside of the snapshot period for consideration in 2024, there is no bonus to be reported this year.

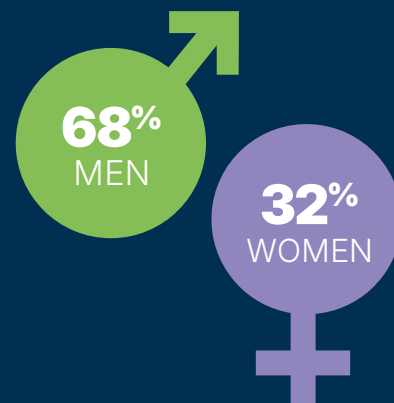
Pay quartiles across the workforce

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

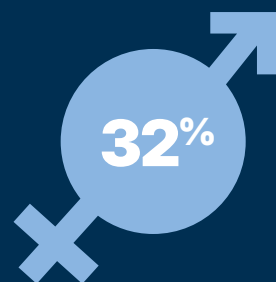
Understanding our pay gap

SNAPSHOT
5 APRIL 2024

GENDER SPLIT OF UK WORKFORCE



MEDIAN HOURLY PAY GAP



We are delighted to report that our gender diversity metrics show we are heading in the right direction with the percentage of women employees increasing from 28% to 32%.



As the analysis of pay by quartile shows (page four), at a Group level men and women are paid similarly across the middle quartiles. Despite this, we are pleased that our gender pay gap this year has shown an improvement from last year. The median pay gap has increased from 28% to 32% over the same period however, the mean (average) pay gap has reduced from 27% in 2023 to 21% in 2024. To help address this, we continue to work towards equitable compensation practices through the initiatives in our People Plan to reduce the disparity between men's and women's pay.

We are also pleased to report that we have a strong representation of women on our Executive Committee, with 37.5% being women and 62.5% being men. We are now focusing our efforts throughout the rest of the company. Through improved data analysis, salary decision-making and putting in place reward and job levelling, we are continuing to make steps towards a diverse workforce and closing the gender pay gap.

As with other organisations, we are aware our sector does not attract women as much as men. However, we are committed to raising the profile of our industry right across the spectrum, from engaging with schools and universities to embedding inclusion across all our recruitment, retention and reward plans.

As a company, we firmly believe in diversity of thought and creativity. With an increase of 5.85% in women joining us between 2021-2024, our diverse workforce is growing, helping us to create outstanding, innovative solutions for our customers. Recognising it's not easy to change overnight, we are committed to continuing the work to embed gender diversity at senior levels and bring it through to our middle-management, building on the foundations we have put in place to develop our next phase.

Group

Gender pay gap reporting

**WOMEN'S MEAN
HOURLY RATE IS:**

21%

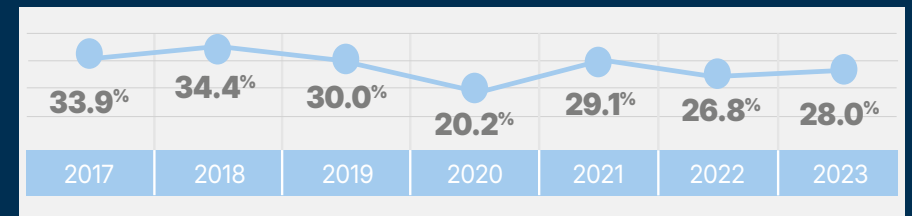
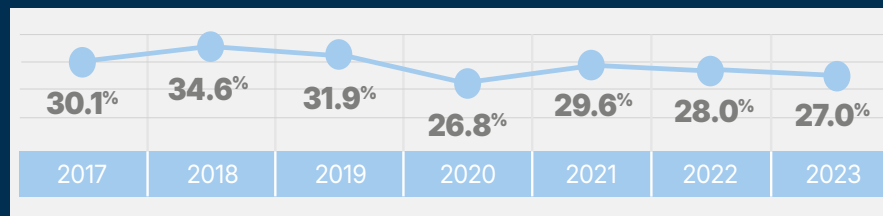
LOWER



**WOMEN'S MEDIAN
HOURLY RATE IS:**

32%

LOWER



49.5%



50.9%

LOWER

30.1%



69.9%

**LOWER
MIDDLE**

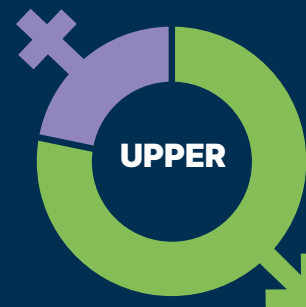
19.5%



80.5%

**UPPER
MIDDLE**

18.8%



81.2%

UPPER

MEAN PAY GAP BY QUARTILE

LOWER

**Women
are paid**



LOWER
MIDDLE

**Women
are paid**



UPPER
MIDDLE

**Men
are paid**



UPPER

**Women
are paid**



Overall, 32% of the UK workforce was women. Building on the work already achieved at an Executive Committee level, we are committed to embedding gender diversity within our senior leadership teams and middle management. The foundations of our reward and job levelling enables us to develop plans for the longer term.

Statutory Reporting

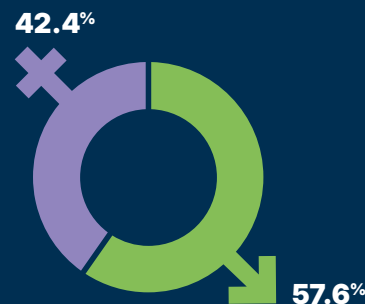
James Fisher companies with 250+ employees



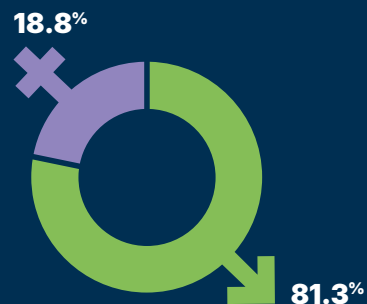
JFD LTD.

PAY QUARTILES

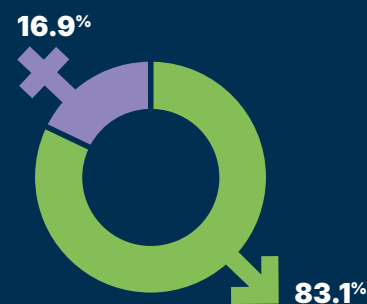
LOWER



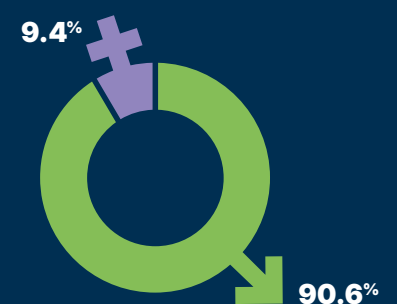
LOWER MIDDLE



UPPER MIDDLE



UPPER



The Supporting Her Empowerment Network (S.H.E.) was introduced in our Defence Division in 2023 and continues to foster a more inclusive workplace through open communication on topics such as gender and cultural diversity, while supporting efforts to increase advocacy and diversity in recruitment.

Over the past year, the S.H.E. network has strengthened its partnership with a not-for-profit organisation dedicated to accelerating gender equity in the defence sector, called Women in Defence. Through this engagement, our employees have had opportunities to participate in knowledge-sharing activities, including webinars and discussions on key topics affecting women in the industry.

Looking ahead, the network remains committed to enhancing social impact within the Defence Division, with a focus on initiatives that support local community efforts aligned with advancing women's health, rights, and wellness.

**HOURLY RATE
MEAN GAP**

23%

**HOURLY RATE
MEDIAN GAP**

22%

Closing the gap



REWARD STRATEGY

By strengthening our reward team, we have started to undertake strategic initiatives aimed at enhancing our reward framework. Our key goal is to create a more transparent and equitable system, and to help with this we have already established systematic job evaluations and a structured compensation framework. We are pleased to say that we have seen a significant improvement in participation in the Performance Appraisal cycle this year, which will become a key component of our salary and bonus review cycles.

POLICIES, STANDARDS, PROCEDURES, AND GUIDELINES

We continue to review and standardise policies and procedures across the Group to ensure a consistent and inclusive approach.

DIVERSITY FOCUS

This year, we incorporated the ED&I survey into our main annual engagement survey which had a 77% response rate.

These ED&I focused questions helped us to understand employee perceptions of the workplace culture. We were pleased the results highlighted that employees feel we have an open, inclusive culture in which they feel comfortable to be themselves and are treated with respect. The survey also revealed there is no significant difference in engagement between men and women overall.

TALENT AND RECRUITMENT

In line with our ambitions to have a diverse workforce, our hiring managers and talent teams work hard to ensure we are interviewing and recruiting from a diverse pool of talent. ED&I continues to be at the forefront of our decision-making, and our promotion of roles aims to attract from a diverse audience, offering interesting opportunities that excite and inspire both men and women to apply.

MANAGEMENT INFORMATION

As with last year, we are still an even split at 50% men, 50% women at Board level, and we are 37.5% women, 62.5% men on our Executive Committee.

Directors

THE DIRECTORS OF OUR LEGAL ENTITIES CONFIRM THE INFORMATION AND DATA REPORTED IS ACCURATE AS OF THE SNAPSHOT DATE 5 APRIL 2024.

JAMES FISHER AND SONS PLC

James Fisher and Sons plc
Pioneering Sustainably



JEAN VERNET

CHIEF EXECUTIVE OFFICER

JFD LTD



ROB HALES

MANAGING DIRECTOR

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