

James Fisher and Sons plc
Marine Services Worldwide



James Fisher
**Gender pay
gap report**
2018



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. James Fisher has two subsidiaries that require separate reporting, James Fisher Nuclear Ltd (JFN) and JFD UK Ltd (JFD).

In the interest of transparency, we are also reporting gender pay gap information for the whole James Fisher Group UK workforce which consists of approximately 1500 people. These Group figures include those individuals in legal entities with fewer than 250 employees.

Understanding our pay gap

Our gender pay gap is not an equal pay issue. As the analysis of pay by quartile shows, men and women are paid similarly across the quartiles. We have also reviewed comparable, specific job roles which confirm this conclusion.

Despite this, the mean (average) pay gap is 33.88%. 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 head office 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. Figures produced by the Chartered Institute of Engineering highlight that in the UK only 9% of the engineering workforce is female.

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'.



Group reporting

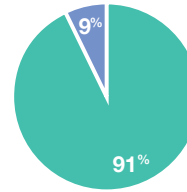
Pay quartiles

The percentage of men and women in each quarter of the employer's payroll.



Upper quartile

Female 9%
Male 91%

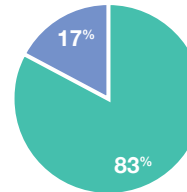


Pay comparisons

Mean hourly rate for men: 7.27% higher
Median hourly rate for women: 0.03% higher

Upper middle quartile

Female 17%
Male 83%

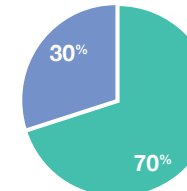


Pay comparisons

Mean hourly rate for women: 0.27% higher
Median hourly rate for men: 5.61% higher

Lower middle quartile

Female 30%
Male 70%

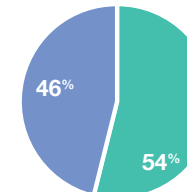


Pay comparisons

Mean hourly rate for men: 1.65% higher
Median hourly rate for women: 3.51% higher

Lower quartile

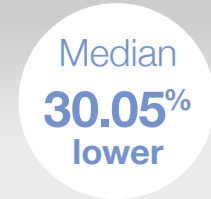
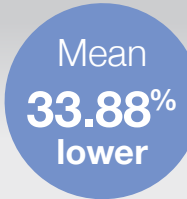
Female 46%
Male 54%



Pay comparisons

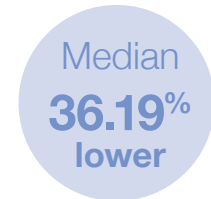
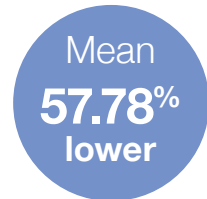
Mean hourly rate for women: 1.91% higher
Median hourly rate for men: 1.98% higher

Women's hourly rate is:



Bonus pay:

Women's bonus pay is:



Who received bonus pay?



Statutory reporting

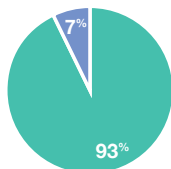
Pay quartiles:

The percentage of men and women in each quarter of the employer's payroll.

James Fisher Nuclear

Upper quartile

Female **7%**
Male **93%**



Pay comparisons

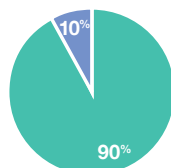
Mean hourly rate for men: **11.54% higher**
Median hourly rate for men: **7.12% higher**

Women's hourly rate is:

Mean **33.01%** lower
Median **38.29%** lower

Upper middle quartile

Female **10%**
Male **90%**



Pay comparisons

Mean hourly rate for men: **3.12% higher**
Median hourly rate for men: **0.30% higher**

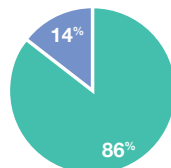
Bonus pay:

Women's bonus pay is:

Mean **79.33%** lower
Median **53.85%** lower

Lower middle quartile

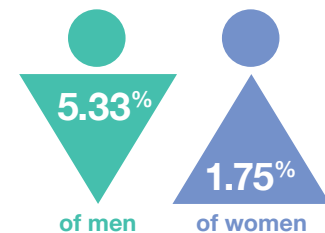
Female **14%**
Male **86%**



Pay comparisons

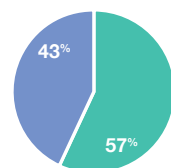
Mean hourly rate for men: **0.20% higher**
Median hourly rate for men: **1.11% higher**

Who received bonus pay?



Lower quartile

Female **43%**
Male **57%**



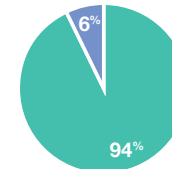
Pay comparisons

Mean hourly rate for men: **7.24% higher**
Median hourly rate for men: **14.45% higher**

JFD

Upper quartile

Female **6%**
Male **94%**



Pay comparisons

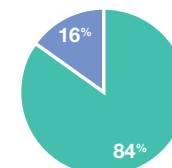
Mean hourly rate for men: **8.92% higher**
Median hourly rate for men: **4.18% higher**

Women's hourly rate is:

Mean **34.48%** lower
Median **34.92%** lower

Upper middle quartile

Female **16%**
Male **84%**



Pay comparisons

Mean hourly rate for men: **6.38% higher**
Median hourly rate for men: **9.82% higher**

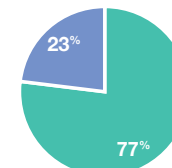
Bonus pay:

Women's bonus pay is:

Mean **65.94%** lower
Median **32.32%** lower

Lower middle quartile

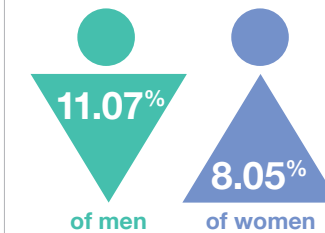
Female **23%**
Male **77%**



Pay comparisons

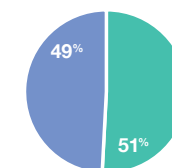
Mean hourly rate for women: **0.82% higher**
Median hourly rate for women: **4.07% higher**

Who received bonus pay?:



Lower quartile

Female **51%**
Male **49%**



Pay comparisons

Mean hourly rate for women: **0.56% higher**
Median hourly rate for women: **2.30% higher**

Case studies

Fiona Everard

Managing director



Having begun my career as a trainee in commercial shipping, I progressed from analyst to chartering director to my most recent appointment as managing director of James Fisher Shipping Services and James Fisher Crewing Services.

In doing so, I am following in the footsteps of my great aunt who was a dominant force in the marine sector and managing director of a shipping company in the 1960s, demonstrating that women have an important and meaningful role to play within our industry.

Siyamthanda Vuyelwa

Marine sciences student, Cape Peninsula University



With a bursary from the Subtech Imbokodo Trust, I've been given the opportunity to study marine sciences at Cape Peninsular University of Technology. The Trust was set up in South Africa to raise awareness of the possibilities on offer within the marine sector for people from disadvantaged backgrounds, and to encourage women into STEM subjects.

Traditionally, there have been limited opportunities for young women to make an impact on the marine industry, but through the support of the Trust I'm studying something I'm really passionate about and aim to make an impact in, rather than being at home looking for work.

Charlotte Golding

Energy engineering student, University of East Anglia



As a student with the University of East Anglia reading for a Msc in energy engineering with environmental management I had the opportunity to work as a research intern for James Fisher.

Working with the Galloper offshore wind farm construction team I investigated cost optimisation of temporary power generation for offshore platforms, gaining invaluable experience in project management and onsite testing.

I'm now looking forward to a rewarding career in the renewables sector and hope that the research I have completed will have a lasting impact on the future of wind farm construction.

Claire Fleming

Business support director, Return To Scene



As business support director at Return To Scene, a company that delivers cutting edge technological solutions to oil and gas, I am part of a leadership team that is 60% female. It is in this evolving space in which I work, that there is a real opportunity to help address workforce imbalance but to also reignite interest in oil and gas from millennials and those generations to come, regardless of gender.

It's my opinion that we must elevate the best talent for the role, create opportunity and flexibility and not make assumptions. I don't want to be a minority, or to be thought of as such. As a mum of three, I firmly believe we must create role models and share our journeys.

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 in senior management.

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.

Encouraging women into STEM (Science, Technology, Engineering and Mathematics)

With women representing only 15.1% of engineering undergraduates in the UK, it's clear more needs to be done to encourage women into STEM education and careers.*

We have supported STEM initiatives with local schools and encouraged female employees to become STEM Ambassadors.

James Fisher has recently amended its graduate programme to re-emphasise general management and leadership skills as well as technical excellence. While individuals are selected on merit and without bias, this change will help ensure that a higher percentage of female candidates are attracted and engaged.

* <http://www.wes.org.uk/content/wesstatistics>

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 flexible return to work structure that supports the retention of talent.

Diversity training

As a global organisation, we are committed to encouraging diversity throughout our workforce. James Fisher has recently introduced a new e-learning module 'equality and diversity in the workplace' which will be a mandatory requirement for all employees. In addition, we are rolling out 'unconscious bias' training to hiring and line managers.

Flexible working

We operate a number of Group-wide flexible working policies that allows employees to complete their contracted working hours in a way that is supportive of their personal commitments wherever possible.

In the last 12 months, 49 applications for flexible working were made and all were accepted.

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.

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