

# 2017 UK Gender Pay Gap

Aker Solutions is committed to ensuring that its entire workforce is treated equally at work, across all levels of the organization. Achieving gender balance, as part of a wider focus on diversity and inclusion, is the right thing to do and enables our people and our business to perform better.

The new UK Gender Pay Gap Regulations require all companies with 250 or more employees on April 5, 2017 to publish details of their gender pay gap and bonus gap.

## Equal Pay

Paying men and women differently for doing the same or equivalent work is discrimination and has been against the law since the Equal Pay Act was introduced in the UK in 1970. However, an employer delivering equal pay may still have a pay gap.

## Gender Pay Gap

The gender pay gap is the difference in the average pay and bonuses of all men and women across the company. We consider that this gap is because of the unequal distribution of men and women across the company and not because of our pay policy and practices.

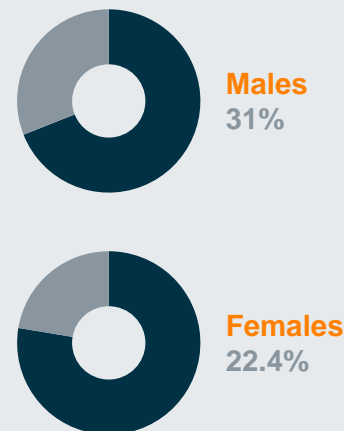
# Aker Solutions' Gender Pay Gap 2017

The figures set out below have been calculated using the standard methodologies used in the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017

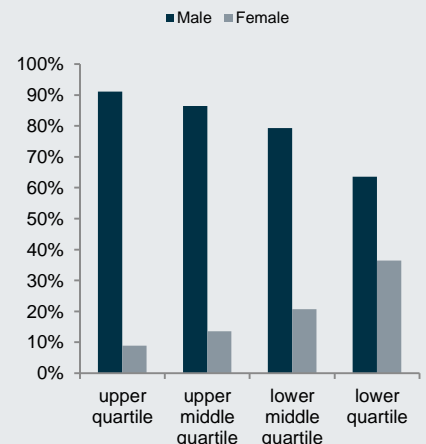
## Our gender pay gap and bonus gap reporting figures

	Mean	Median
Gender pay gap	24.1%	34.6%
Gender bonus gap	0.50%	-46.7%

## Proportion of males and females receiving a bonus payment



## Proportion of employees in each quartile pay band



## Closing Our Gender Pay Gap

### STEM Engagement

We are committed to encouraging students, male and female, to pursue STEM subjects at school and university through effective work experience programs, graduate and apprentice recruitment and guest lecturing. Our existing programs are a great foundation for growth in 2018 and beyond

### Diversity and Inclusion

We will set up a UK diversity and inclusion plan, which will be sponsored by the UK country manager. The aim will be to ensure that we maintain the conversation around diversity and inclusion and continue to build our practices in support of this inclusive culture

### Standardized Compensation & Benefits

We calibrate performance ratings annually and are building stronger checks into reviewing compensation and benefits processes. Employee career bandings and salaries are benchmarked and calibrated in accordance with the company's global Career Model

### Eradicating the Unconscious Bias

We are committed to adopting the most transparent and fair recruitment processes and will, moving forward, consider anonymous applications, trial two-person interviewing (male/female), prioritize unbiased language in job adverts and plan training in unconscious bias for our leaders

### Flexible Employment

We already operate a flexible working policy, with the aim of ensuring our employees can balance a successful career with their personal life. We will continue this policy and ensure that we are providing the best possible support for those needing to adopt a more flexible schedule

### Succession Planning

We review, prepare and evaluate succession plans to ensure that we have balanced talent pipelines, identify under-representation and take appropriate strategic action to ensure diversity and inclusion

### Think. Act. Report.

Aker Solutions will sign up to 'Think, Act, Report' – a UK government framework – to demonstrate our commitment to gender equality in the workplace. We pledge to **think** (identify issues around gender equality), **act** (take action to fix those issues) and **report** (on how our business ensures gender equality)

## Understanding Our Gender Pay Gap

Aker Solutions does have a gender pay gap, despite having systems in place to ensure equal pay.

There are reasons for this gender pay gap – men have traditionally dominated the energy sector and, particularly, offshore working. This is reflected in our organization where, overall, less than a quarter of our employees are women.

Almost all of our offshore and site-based employees are men and this means that there is an obvious under-representation of women in a large part of our business. In our onshore population, we also see an underrepresentation of women in the technical streams of our business, leading to a higher proportion of men in more technical and therefore higher paid roles.

We are pleased to report, however, that our balance of women in senior leadership roles is healthy, which demonstrates the lack of bias generally within the company.

The energy industry suffers from wider issues when it comes to gender diversity. It's understood that women are underrepresented in our sector, with less women pursuing STEM subjects at university and in their careers. Aker Solutions is committed to addressing these wider issues by engaging with schools and universities to help educate on the significant opportunities in the energy sector.

At Aker Solutions, we want to ensure that development opportunities are clear, relevant and right for each person and that our working environment truly enables all employees, women and men, to balance a successful career with personal life. The establishment of a Diversity and Inclusion Committee will help us towards that end.

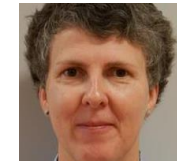
Our Code of Conduct sets out Aker Solutions' approach to diversity and inclusion and the annual mandatory refresher training is part of the ongoing education of our workforce to encourage and promote the benefits of a diverse workforce.

Aker Solutions will continue to work to narrow the gender pay gap in the UK and we look forward to reporting our progress next year.

We confirm that the Aker Solutions UK gender pay gap calculations are accurate and meet the requirements of the regulations.



**Sian Lloyd Rees**  
UK Country Manager



**Ruth Tulloch**  
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