



Gender Pay Gap Reporting

Our commitment

EnQuest is committed to improving workforce diversity across the company. During 2020, enhanced diversity balance will continue to be a core driver of our recruitment, employment and training policies in how we attract, retain and develop a wide range of talent in our organisation as well as continuing our STEM outreach in local schools. The goal will be not only to establish improved ratios in 2020 and beyond but importantly to demonstrate that viable pipelines to far greater diversity balance in EnQuest have been established for the future.

Our gender pay gap

We have seen improvements in all our gender pay gap statistics over the previous reporting period with the average bonus gap reduced by almost half and, for the first time, more women than men receiving a bonus. These improvements reflect changes to the Group's workforce and the efforts the company has made to redress the imbalance in its gender pay gap figures, although we recognise we still have more to do.

Putting it into context

We operate in an industry where the talent pool and labour market is predominantly male. The representation of women across our UK business is also imbalanced with 10% of roles held by women. The level of representation reduces in roles of higher seniority. As is the case across our industry, we recognise that any improvements in this disparity cannot be resolved immediately but with commitment and actions over time.

For the first time in 2020, in the Company Performance Contract, we plan to include a specific measure of assessment against our diversity intent as well as push for improvement in our overall employee engagement score. We will also continue to look for opportunities where we can further develop and enhance our business practices to support and encourage more gender diversity in the workplace. For example, in Malaysia, one-quarter of the leadership team are female yet we have a larger gender imbalance in the UK at leadership level. In an effort to understand this imbalance and develop appropriate remedies, we recently signed up to the UK AXIS Network pledge. We have also been active in raising awareness of the importance of women in engineering. Through our UK internship programme, which was launched in 2018, we have seen a substantial increase in the pool of female students applying for an internship and in 2019, we successfully placed all of our female applicants within our technical services, health and safety and operations functions. We ran a successful social media campaign aligned with the "International Women in Engineering" day and sponsored the "Empowering women in engineering and technology" workshop in Malaysia, both of which highlighted the opportunities the industry and EnQuest has to offer.

Our gender pay gap results

The information collected was based on the relevant pay period of:

- the month of April 2019, for the purposes of calculating salary earned; and
- the year April 2018 - March 2019 for the purposes of calculating bonus paid.

The results show improvements on all metrics. The average rate of total pay for women is 23.0% below the average rate of total pay for men compared to the 29.5% difference reported last year. The average bonus gap for women is 28.5% below the average bonus paid for men, which represents a material decrease when compared to the percentage difference reported last year of 53.9%. On the comparison of median total pay, the percentage gap difference also reduces to 17.1% from 22.9%, while in the last reporting period, the statistics showed a complete switch in the median bonus received by women which was 15.3% higher than men. Previously, the difference was a 33.9% difference in favour of men. Similarly, a higher percentage of women than men received a bonus (92% of women and 75% of men) for the first time during the latest reporting period.

Our ongoing action and goals

We are committed to delivering equal pay to our employees and to further narrowing our gender pay gap. We will do this through living our Values, regular benchmarking exercises to ensure that our salaries are comparable regardless of gender, and that our recruitment and promotion processes are fair and balanced, focused on having the right people in the right roles. In 2020, we will be focusing on:

- The imbalance of women in leadership roles across EnQuest and what steps we can take to establish pathways to career progression;
- Acting where appropriate on the feedback received from our Employee Forum and the global employee engagement survey results;
- Seeking out ways that EnQuest can be a proactive member in our industry on diversity and inclusion initiatives.

Signed:

A handwritten signature in black ink, appearing to read 'Amjad Bseisu'.

Amjad Bseisu
Chief Executive Officer

A handwritten signature in black ink, appearing to read 'Laurie Fitch'.

Laurie Fitch
Chair of the Remuneration Committee