

EnQuest Gender Pay Gap Reporting

Our commitment

EnQuest continues to be committed to improving workforce diversity across the company. During 2021, we introduced a formal Diversity and Inclusion Strategy and an accompanying Policy, and surveyed employees specifically on their views in relation to Diversity and Inclusion. The strategy sets out clear targets for female representation, while feedback received from the survey is helping inform our continued commitment to ensuring that diversity balance is a core driver of our recruitment, employment and training policies and that we attract, retain and develop a wide range of talent in our organisation. Establishing improved ratios in 2022 and beyond remains an objective of the business, alongside the importance of nurturing viable pipelines to ensure the diversity balance continues to evolve in EnQuest into the future.

Our gender pay gap

Through 2020, we undertook a strategic and necessary business restructure in response to the unique set of challenges presented at that time with the oil price collapse of March 2020, the COVID-19 pandemic and the resulting crash in the global financial markets, which unfortunately led to a reduction in the number of employee roles in the UK. Consequently, although the Group's mean gender pay gap has remained broadly in line with the prior year, we have seen a significant widening on the median pay gap. It is our belief that the actions we are taking to encourage diversity across the workforce remain sound and will result in a return to our overarching trend of narrowing pay gaps. The mean bonus gap shows significant narrowing, following a slight widening in the 2020 report, while the median bonus gap continues to widen in favour of female employees. The proportion of male and female employees awarded a bonus in the period has shown a slight increase for both.

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 14% of roles held by women. The level of female representation is higher in more junior roles than in senior positions, as is the case across our industry, and we recognise that any improvements in this disparity cannot be resolved immediately but with commitment and actions over time.

Building on the appointment of our first Director of People, Culture and Diversity in 2020, 2021 saw the introduction of a formal Diversity and Inclusion Strategy and an associated Policy. Within this strategy is a clear target to improve female representation at all management levels through a culture of continuous improvement and developing a diverse pipeline of talent. Female representation on the Group's Executive committee is 12.5%¹, with 18%² of management grade roles held by women globally, and we are targeting 30% representation by 2025. While not bound by the Hampton-Alexander recommendation for board diversity, the Board's composition is 33%¹ following the appointment of Rani Koya on 1 January 2022. In addition to the annual employee engagement survey, a separate Diversity and Inclusion survey was conducted with a view to creating a baseline on which progress can be measured in 2022 and beyond. Both

overall employee engagement and specific diversity and inclusion measures are included in the Company Performance Contract and assessed at year-end. Separately, an employee led diversity and inclusion group “EnQlusion” has been established to provide a platform for the workforce to feedback and make suggestions on this important subject.

¹ At the time of publication of this report.

² As at 31 December 2021.

Our gender pay gap results

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

- the month of April 2021, for the purposes of calculating salary earned; and
- the year April 2020 - March 2021 for the purposes of calculating bonus paid.

The results show improvements across bonus metrics, but pay gap metrics have fallen back to around 2019 levels following a strategic restructure of the business. The mean rate of total pay for women is 22.0% below the mean rate of total pay for men compared to the 20.8% difference reported last year. The mean bonus gap for women has narrowed with an outcome of 15.4% below the mean bonus paid for men versus 32.5% last year. While this is a significant positive change year-on-year, the mean bonus gap has been shown to be a more volatile metric. On the comparison of median total pay, the percentage pay gap difference has increased to 18.3% from 10.8% (17.1% in 2019). The median bonus gap in favour of women has continued to grow at 60.1% in this period versus 41.8% last year. The percentage of women and men in receipt of a bonus continues to show parity with 95.1% of women and 96.9% of men receiving a bonus in the last reporting period. Last year showed 92.6% of women and 93.8% of men.

Our ongoing action and goals

We are committed to returning to a trend of narrowing our gender pay gap following the strategic restructuring in 2020. We will do this through continued focus on diversity and inclusion in all aspects of our business, fair and balanced recruitment and promotion processes, and regular assessment of skills and capability to ensure we have the right people in the right roles regardless of gender, ethnicity or socio-economic background.

In 2022, we will maintain focus on:

- Improving gender balance in leadership roles across EnQuest, and ensuring pathways to career progression are open to all employees;
- Taking appropriate action on the feedback received from our Employee Forum, EnQlusion network, and the global employee engagement and diversity and inclusion survey results;
- Maintaining focus on diversity and inclusion in our recruitment strategies to ensure we attract talent from diverse backgrounds and continue to build a balanced workforce in the future;
- Continuing to measure our progress in relation to employee engagement and diversity and inclusion formally via the Company Performance Contract.

Signed:



Amjad Bseisu
Chief Executive Officer



Howard Paver
Chair of the Remuneration Committee

Our Gender Pay Statistics

Pay gap 2021:

Gender Pay	Mean % Gap	Median % Gap
Pay Gap - 2021	22.0%	18.3%
Bonus Gap - 2021	15.4%	-60.1%*

* The median bonus paid to women was higher than that paid to men in the reporting period

Percentage of employees awarded a bonus

Gender	% in Receipt
Male - 2020	96.9%
Female - 2020	95.1%

Gender pay quartiles

Quartiles	MALES		FEMALES	
	Headcount	%	Headcount	%
Q4 Upper pay quartile (75% - 100%)	124	91.9%	11	8.1%
Q3 Upper middle pay quartile (50% - 75%)	126	94.0%	8	6.0%
Q2 Lower middle pay quartile (25% - 50%)	117	86.7%	18	13.3%
Q1 Lower pay quartile (0% - 25%)	97	72.4%	37	27.6%
TOTAL:	464	86.2%	74	13.8%