

Essar Oil UK  
**Gender  
Pay Gap  
Report**  
2020



**ESSAR**+



## Gender Pay Gap

Mean (average)

**22.0%**

Median (middle)

**17.8%\***

\*National UK median gender pay gap is 15.5%  
source: Office for National Statistics

## Gender Bonus Gap

Mean (average)

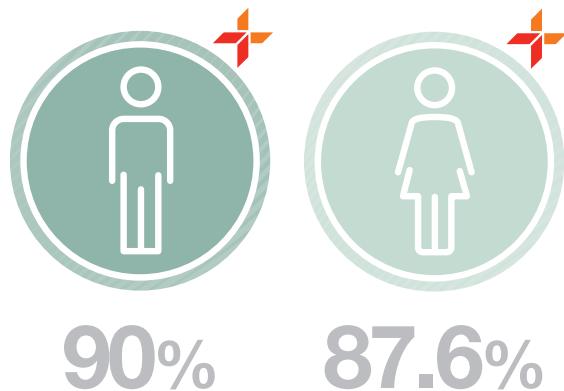
**36.8%**

Median (middle)

**12.3%**

## Proportion of employees receiving a bonus for performance year 2019/20

This is calculated according to the number of males and females who received a bonus in the 12 months ending on 5th April 2020. Levels are less than 100% as company eligibility criteria requires a minimum level of service to be completed in the bonus year and therefore some new starters within the business may not be eligible.



\*Proportion of employees receiving a bonus for performance year 2019/20

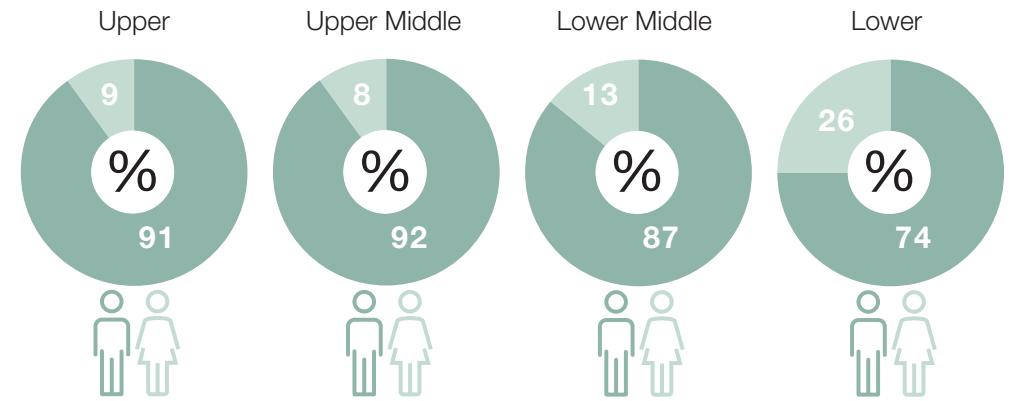
# The gender pay gap: Essar Oil UK results

Our gender pay report summarises the percentage difference between average earnings for men and women.

## Proportion of employees in each pay quartile band

The figures in the following charts are derived by ranking all male and female employees from the highest hourly rates of pay to lowest hourly rate of pay and then dividing them into four sections (quartiles) with an equal number of employees in each section (ensuring that those with the same hourly rate of pay are distributed evenly by gender where they cross the quartile boundaries).

### Pay Quartiles





# Understanding the gender pay gap and next steps

## Understanding the pay gap

Essar Oil UK is committed to taking steps to positively address the gender pay disparity.

The company operates in the downstream refining sector which is traditionally a male-orientated industry. This is reflected in our workforce.

Essar analysis supports the view that underrepresentation of women in highly skilled and highly paid roles is the key reason for its gender pay gap.

The challenges faced by Essar and similar organisations in attracting women from a limited engineering talent pool will need to be supported by many industries and include educational establishments (such as schools, colleges and universities). This combined approach will benefit the UK economy.

Encouraging more women to pursue careers in the engineering and technology sectors is a significant challenge across industry in the UK.

In stark contrast to some other European countries, the UK has one of the lowest percentage of female engineering professionals in Europe.

We remain committed to improving our gender balance. However, with a long service workforce, we recognise that this will take time to change.

## Actions already taken to close the gap

- A job-levelling project was carried out to ensure our roles are benchmarked, graded and weighted correctly
- We reviewed our job offer process to ensure parity and fairness of offers being made to new starters
- A review was conducted of our salary structure and a total reward offer developed that is competitive within the local and national markets
- We reviewed our family friendly procedures to ensure we are offering equal provisions amongst the sexes

## The further actions we intend to take to close the gender pay gap

- To retain female talent, we plan to make strides to support gender flexible working within our organisation
- Continue to review the way in which we recruit, utilising enhanced training modules around unconscious bias and ensuring our interview skills training is values based
- Analyse further when and why women drop out through the application process
- Review our career development offering
- Identify and develop strategic partnerships with networking groups that focus specifically on women in business

## Statutory Declaration

We confirm that the information and data provided in this report is accurate and in line with mandatory requirements. The methodology used in arriving at the outcomes in this report is consistent with the Acas Managing gender pay reporting guidance of February 2019.

In line with reporting guidelines, the data for pay in this report refers to payments made in April 2020. For bonus data, this is based on payments in the year ending 5th April 2020.

The figures for each relevant employee (as defined by the legislation) are the hourly rate of pay. This covers base salary and other allowances, together with bonus payments received over the previous 12 months.

**Mark Pennifold**  
Chief People Officer

