



Tullow Oil plc

GENDER PAY GAP REPORT

APRIL 2021



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INTRODUCTION



The UK Government requires employers with a headcount of over 250 to comply with the Gender pay regulations. Although Tullow Group Service Limited (TGSL) has less than 250 employees, we continue to report on Gender Pay Reporting. Tullow has calculated for its UK permanent employees, the percentage difference in hourly pay for males and females for the month of April 2021. This is a mean and median pay gap of 33% (2020:38%) and 36% (2020:43%) respectively. This shows an improvement however, we acknowledge there is more work to be done to further reduce the gap.

In previous years the Annual bonus was paid with the February payroll. From 2021 this has been changed and the bonus payment is paid with the April payroll. This has resulted in the Annual Bonus payment not falling in the 2020/2021 Gender pay reporting period and therefore bonus pay gaps have been excluded from the 2020/2021 reporting. In the 2021/2022 Gender Pay Reporting period, we will be able to provide bonus pay gaps.

Tullow's permanent UK workforce is 34% female with 16% of senior management positions filled by women. This gender imbalance is the principal reason for Tullow's gender pay gap. It is important to note that, this is a different concept from equal pay, which is about men and women

doing the same job for the same pay (please see page 4). Tullow remains committed to increasing and developing female talent across the organisation and in leadership positions, despite being challenged with fewer females in the oil and gas industry as a whole.

At Tullow, a meaningful commitment to Inclusion and Diversity means addressing all dimensions of diversity and we do so both through our organisational practices and also through continuous education and awareness initiatives. In 2021, we held several education and awareness events that were well attended by Tullow colleagues. The key themes included: race and equity, unconscious bias, psychological safety and the meaning of belonging.

We have refreshed our Employee Value Proposition (EVP) at the end of 2020 and continue to ask our employees what's working and to identify opportunities for improvement. The enhanced 'Smart working' which gives employees flexibility with their working hours has been very positively received.

Julia Ross

Director, People and Sustainability

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TULLOW GENDER PAY GAP DATA

Tullow Oil - UK Payroll (April 2021)

PAY GAPS

	Women's hourly rate	
	2020	2021
Lower (Mean)	38%	33%
Lower (Median)	43%	36%

PAY QUANTILES

	Men		Women	
	2020	2021	2020	2021
Top	88%	90%	12%	10%
Upper Middle	88%	70%	12%	30%
Lower Middle	59%	61%	41%	39%
Lower	45%	49%	55%	51%

Gender Pay Gap

The gender pay gap is a measure of the difference in the average pay and bonuses of men compared with women across an organisation. As per the regulations, this calculation is based on UK employees.

We are confident that we have equal pay for equal work. However, we recognise that, we do still have a significant gender pay gap when we compare the overall average pay for women and men.

This gap exists due to the unequal distribution of men and women and in particular because of the higher proportion of men in senior technical and managerial roles.

Tullow recognises a gender imbalance exists and is taking action to address this and improve performance. We acknowledge that it will take time until a balance is found, but Tullow is committed to addressing the imbalance.

Tullow's culture and ambitions are in the right place to deliver good results in our programmes to achieve wider diversity across the company.

Key Expressions

Mean and Median:

The gender pay gap shows the difference between the mean (average) and the median (mid-point) pay of male and female employees, expressed as a percentage of male employee's earnings.

Proportion of males and females in each pay quartile band:

The proportion of male and female employees in four quartile hourly rate pay bands ranked from lowest hourly rate to the highest hourly rate. Each quartile band has the same number of employees.

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EQUAL PAY



Equal Pay

Tullow is committed to providing equal pay for equal work, not just because it is a legal requirement but because it is the right thing to do.

We continue to ensure fairness and transparency in pay. Annually Tullow reviews all the employment levels in the organisation to ensure consistency of reward for roles at each level, comparing men and women's reward at each level.

We have good employee data management and decision-making tools which are used in formulating salary and bonus decisions. Such tools are important to ensure there is no unequal pay or unconscious bias and, when combined with job level frameworks and competency tools, provide a more robust approach to managing talent



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