



Tullow Oil plc

GENDER PAY GAP REPORT

MARCH 2020



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INTRODUCTION



In accordance with the Gender Pay Reporting set by the UK Government, Tullow has calculated for its UK permanent employees, the percentage difference in hourly pay for males and females for the month of April 2020 and the bonus paid over a 12-month period to April 2020. This shows a mean and median pay gap of 38% (2019:35%) and 43% (2019:43%) respectively. Women's mean and median bonus pay was lower than men by 37% and 43% respectively. (2019: 44% and 46%). This shows an improvement in some areas; however, we acknowledge there is more work to be done to further reduce the gap.

Tullow's permanent UK workforce is 31% female with only 18% 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.

We continue to take action to support our diversity goals and have made changes to attract more diverse candidates when recruiting new employees. We have also increased the awareness of inclusion and diversity through company wide townhalls which have varied from opportunities for employees to share their stories, unconscious bias presentations to race and equality panel discussion with the Board.

We have revised our employee value proposition factoring in feedback from employees. This included enhancing our 'Smart working' which gives employees more flexibility with their working hours.

Joanne Rich
Group Head of HR

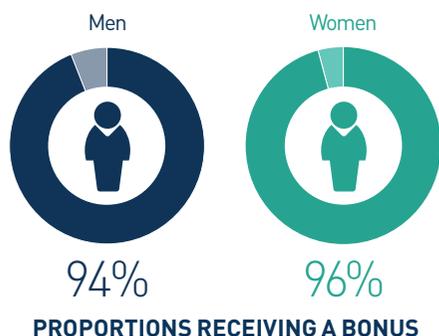
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TULLOW GENDER PAY GAP DATA

Tullow Oil - UK Payroll (April 2020)

PAY AND BONUS GAPS

	Women's hourly rate		Women's bonus pay	
	2019	2020	2019	2020
Lower (Mean)	35%	38%	44%	37%
Lower (Median)	43%	43%	46%	43%



PROPORTIONS RECEIVING A BONUS

PAY QUANTILES

	Men		Women	
	2019	2020	2019	2020
Top	89%	88%	11%	12%
Upper Middle	83%	88%	17%	12%
Lower Middle	62%	59%	38%	41%
Lower	52%	45%	48%	55%

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 and bonuses 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.

Our bonus pay figures are distorted by the bonus paid to the senior management and affected by the timing of when employees sell their vested shares. (Bonus shares are awarded and vest after 3 years. The shares are recognised as a bonus when exercised).

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 and bonus earnings of male and female employees, expressed as a percentage of male employee's earnings.

Proportion of males and females receiving a bonus:

The proportion of male and female employees who were paid any amount of bonus pay.

Proportion of males and females in each pay quantile 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 14 employment levels in the organisation to ensure consistency of reward for roles at each level, comparing men and women's reward at each level.

Over the years we have significantly improved our 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



Tullow Oil plc

9 Chiswick Park
566 Chiswick High Road
London W4 5XT
United Kingdom

Tel: +44 (0) 20 3249 9000

Fax: +44 (0) 20 3249 8801

Email: info@tulloil.com

Website: www.tulloil.com

