



Gender pay gap reporting requires employers with 250 or more employees to publish statutory calculations every year showing how large the pay gap is between their male and female employees

This report is based on the pay data as of 5th April 2022

KAEFER recognises that a more diverse and inclusive workforce is a high performing workforce and as we set out our Equality, Diversity and Inclusion strategic agenda we aim to achieve a workforce representative of our society and the places we work.

It is widely known that due to the nature of our business, the Company attracts a significantly higher percentage of males in construction, industrial services and offshore. Whilst this does not dampen our efforts to improve the gender balance within KAEFER, with the population of female scaffolders, insulators and coating operatives not widely available in the market, attraction has to be through traineeship and apprenticeship routes which is a longer term approach. Therefore, we still have a significantly higher percentage of male employees in higher paid roles leading to a pay gap against the reporting criteria.

CHANGES FROM 2021 TO 2022

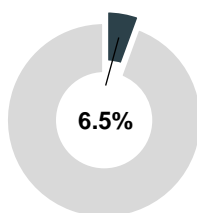
Due to the nature of the sector in which KAEFER Limited operate it is difficult to compare year on year as our headcount fluctuates dependent on project and client requirements in our trade positions.

KAEFER Limited, has seen a reduction in the mean gender pay gap this year from 25.5% to 7.7%. This is the first report since KAEFER Limited and Wood Group Industrial Services Limited came together that the report has not been impacted substantially by the Covid pandemic and the Coronavirus “furlough” scheme. At the snapshot date we have 2478 employees that are captured within this report, an large increase from previous years.

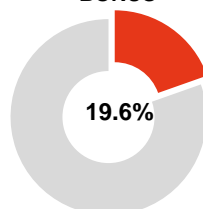
The demographic and pay scales of our workforce has changed over the last 3 years resulting in the reduction in our gender pay gap. We have also seen a positive increase in the female population in management positions within the business which has attributed to the reduction.

| MEAN & MEDIAN GENDER PAY & BONUS GAP | | |
|--------------------------------------|-------|--------|
| | MEAN | MEDIAN |
| GENDER PAY GAP | 7.7% | 29.1% |
| GENDER BONUS GAP | 67.4% | 88% |

PROPORTION OF MALES RECEIVING BONUS



PROPORTION OF FEMALES RECEIVING BONUS



PROPORTION OF MALES & FEMALES IN EACH QUARTILE



GENDER PAY REPORT 2022



94.0%



6.0%



The gender balance has moved 1% point, increasing the male gender balance. The larger population at the snapshot date for this report is attributable to this increase. Over the last 3 years the workforce numbers have remained stable and despite fluctuations due to emerging contracts and project closures the number of males and females in KAEFER Limited has largely remained the same.

SUMMARY

This is the report for the snapshot date of 5 April 2022

- > The mean gender pay gap for KAEFER Limited is 7.7%.
- > The median gender pay gap for KAEFER Limited is 29.1%.
- > The mean gender bonus gap for KAEFER Limited is 67.4%.
- > The median gender bonus gap for KAEFER Limited is 88%.
- > The proportion of male employees receiving a bonus is 6.5% and the proportion of female employees receiving a bonus is 19.6%

QUARTILES

- > **UPPER QUARTILE:** 94.4% Male 5.6% Female
- > **UPPER MIDDLE QUARTILE** 99.4% Male 0.6% Female
- > **LOWER MIDDLE QUARTILE** 96.4% Male 3.6% Female
- > **LOWER QUARTILE** 86% Male 14% Female

COMMITMENTS

Ensuring that there is a fair representation of females at all levels of KAEFER is a key focus for our Executive Board. As part of our strategic growth “Our People” is a driving enabler to our success. Our focus within this is entry level careers and development opportunities. Here we will focus attention on the longer term strategy of a sustainable and diverse workforce. In 2022 we have successfully onboarded a number of female apprentices not only in administration roles but scaffolding and painting. We will continually strive to address our gender balance with a focus on:

- > introduction of women into our trade disciplines, namely scaffolding, painting and insulation services where the highest proportion of our population lie.
- > An organisation that attracts and retains the best talent no matter their gender, ensuring full review of our recruitment programmes.
- > Whilst the majority of our workforce are under collective agreements we will continue to assess our compensation and benefits, including bonus to reduce our bonus gaps within the business.

I, Laura Bowes, HR Director for KAEFER Ltd, confirm that the information in this statement is accurate.

KAEFER Limited

Laura Bowes

HR Director – UK & Ireland