

SPIRIT ENERGY UK GENDER PAY GAP REPORT 2021



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At Spirit Energy, we recognise that having a diverse and inclusive workforce is critical to running a healthy business, so we work hard to achieve and maintain a culture where everyone feels valued, included, and can thrive. It's important to us that you can bring your whole self to work.

We value the transparency and clarity that reporting our gender pay gap data gives; it helps us foster inclusion, fairness and identify ways to better support gender balance at Spirit Energy.

As a historically male-dominated industry, we realise that increasing the representation of women and other self identified underrepresented genders in our business will take longer than we'd like.

This year's report shows that the number of women in our organisation has increased by two percentage points from 25% to 27% of our workforce. We believe, with persistence, determination, and collaboration – within our industry and more broadly – we will see broader gender representation in our business over the long term.

I am pleased to report that our gender pay gap, or the difference between our hourly wage spend per woman and hourly wage spend per man, has continued to move in the right direction. Our median gender pay gap¹ is now 10.3%, better than the UK national average for all employers².

Our mean bonus gap rose by one percentage point from 15% to 16%, and our median bonus gap³ went from -12% to -2.5%, still favouring women. Our 2020 data included some ad-hoc payments, so we are confident that our 2021 statistic reflects the balance achieved through our annual incentive plan.

It's pleasing to see the progress we've made in closing our gap over the last five years. I want to highlight that our steps forward are not just down to progressive decisions and actions taken at a higher management level. Our people have also been at the forefront of driving change with their enthusiasm and commitment to creating a truly inclusive environment, and through that diversity is increasing. Our Diversity & Inclusion (D&I) and employee-led D&I network have recently been recognised for their efforts with an industry diversity and inclusion award. I am incredibly proud of them.

Although we have improved, we acknowledge there is still a lot more for us to do to support and remove the barriers and biases that prevent all genders from reaching their full potential at work. In the rest of this report, you can read more about what we are doing to close our gap.

A handwritten signature in black ink, reading 'Neil McCulloch'. The signature is fluid and cursive, with a long horizontal line extending from the end.

Neil McCulloch
CEO Spirit Energy

¹ Based on hourly rates of pay for all employees at full pay (including bonuses and allowances) at the snapshot date of 5 April 2021. As defined by the Government Equalities Office for Gender Pay Gap reporting, this includes basic pay, bonuses, allowances and shift premiums, but excludes overtime and benefits.

² UK Office for National Statistics, 2021.

³ Includes anyone receiving a bonus during the twelve months leading up to the snapshot date of 5 April 2021 and who are still employed on the snapshot date.

OUR VISION



OUR VISION IS TO CREATE AN INCLUSIVE ENVIRONMENT BY BUILDING A BALANCED, DIVERSE BUSINESS, PROVIDING EQUAL OPPORTUNITY FOR EVERYONE, REPRESENTING THE COMMUNITIES WE WORK IN AND DELIVERING BETTER BUSINESS RESULTS.

OUR 2021 RESULTS

SPIRIT ENERGY PRODUCTION UK LTD.

SINCE OUR LAST GENDER PAY REPORT, OUR NUMBER OF UK EMPLOYEES HAS INCREASED FROM 491 TO 513.



513
UK
EMPLOYEES

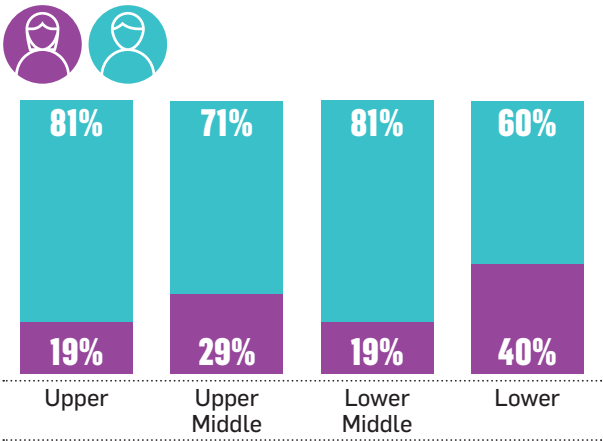
Mean Gender Pay Gap	10.7%
Median Gender Pay Gap	10.3%
Mean Bonus Gender Pay Gap	16%
Median Bonus Gender Pay Gap	-2.5%
Proportion of Men receiving a bonus	85%
Proportion of Women receiving a bonus	84%

*A negative number indicates a gender pay or bonus gap in favour of women.

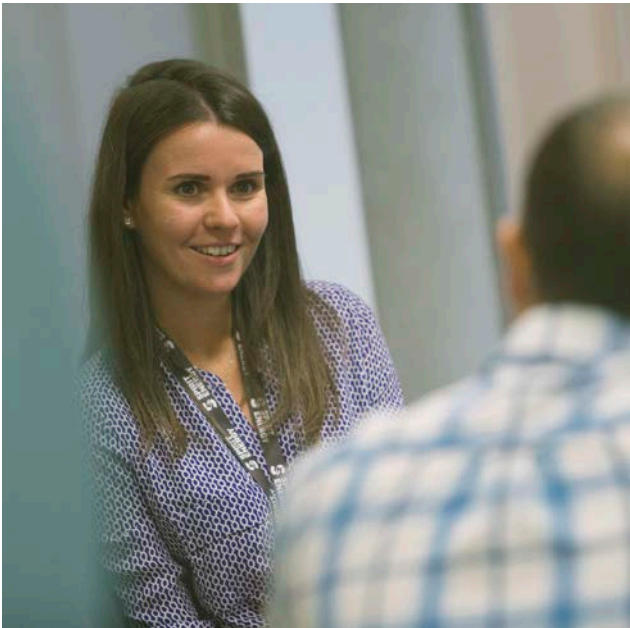
PERCENTAGE OF FEMALE TO MALE EMPLOYEES



PROPORTION OF EMPLOYEES IN EACH PAY QUARTILE BAND



PERCENTAGE OF FEMALE TO MALE EMPLOYEES WORKING PART TIME



BEHIND OUR NUMBERS



We have made steady progress towards better gender-balanced pay, since we started reporting our gender pay gap data, five years ago.

Our 2021 data tells us that we continue to have a low representation of women across the organisation reflective of our industry. The proportion of women to men at Spirit has risen from 25:75 to 27:73, which, although is an increase, we realise it will take time before balance is achieved.

Our progress on the pay gap is going in the right direction. Our 2021 data shows the mean gender pay gap¹ decreasing by five percentage points, from 16% in 2020 to 10.7% in 2021 and our median gender pay gap decreasing by three percentage points, from 13% in 2020 to 10.3% in 2021, now better than the UK national average of 15.4% for all employers².

Our 2021 statistics for the pay gap are based on April 2021 and will reflect the pay review implemented in that month and bonuses, allowances, and shift premiums paid that month.

For a small business like Spirit Energy, small changes in the

data can cause the median to vary considerably from year to year. Therefore, for us, the mean (or average) pay gap is a more reliable indicator of our progress. Over the last four years, our mean pay gap has moved steadily in the right direction, from 22% to 10.7%.

While our mean gender bonus gap³ rose by one percentage point from 15% to 16%, our median bonus gap went from -12% to -2.5%, still favouring women. Our 2020 report had included some one-time payments, which

were not usual, and we are confident our 2021 statistic is more reflective of the balance achieved in payments through our incentive plans. Per reporting requirements, our 2021 mean and median gender bonus gap report includes bonuses paid between April 2020 and March 2021.

Our gender pay and bonus gaps are caused by the uneven distribution of men and women across our business and the types of roles they do, rather than unequal pay.

For example, like other traditionally male-dominated industries, we have more men than women at all levels of the organisation, particularly in well-paid positions, including engineering and operational roles. Many of these positions also attract premiums for working offshore or in shifts. This also causes an imbalance in the ratios of men to women in each of the pay quartiles.

We are making progress, and we actively look to close our gap further at every opportunity, like during our Reward cycle or as part of career planning. In this report, you'll read further information about other initiatives, whether about including efforts during recruitment or other long-term change initiatives that tackle the challenges that drive the gender pay gap in our industry and business.

1 Based on hourly rates of pay for all employees at full pay (including bonuses and allowances) at the snapshot date of 5 April 2021. As defined by the Government Equalities Office for Gender Pay Gap reporting, this includes basic pay, bonuses, allowances and shift premiums; but excludes overtime and benefits.
2 UK Office for National Statistics, 2021.

3 Includes anyone receiving a bonus during the twelve months leading up to the snapshot date of 5 April 2021 and who are still employed on the snapshot date.



I'M PLEASED WITH THE PROGRESS WE HAVE MADE IN CLOSING OUR GAP SO FAR. BUT I'M ALSO CONSCIOUS THAT WE NEED TO SEE A FASTER CHANGE. WE NEED TO WORK HARDER TO DEVELOP OUR INCLUSIVE RECRUITMENT PROCESSES AND WORK ENVIRONMENT TO ATTRACT AND RETAIN THE DIVERSE TALENT OUR BUSINESS NEEDS.

SUSAN GRAYSON

Director, Resourcing, Talent, D&I and L&D

BUILDING THE FUTURE



Our industry relies on highly skilled individuals from STEM (Science, Technology Engineering and Maths) related fields. Although the number of women in STEM is growing, they are still underrepresented – this begins at school age. To encourage more young people, particularly girls, to consider a career in the energy sector, we offer first-hand experience of how interesting and fulfilling it can be and access to inspiring female role models.

For many years, we have proudly partnered with Career Ready, the national social mobility charity, by hosting workplace internships and mentoring support for young people in Aberdeen.

Last year, we expanded our graduate internship programme, offering a variety of internships from computer science engineering to diversity and inclusion. Recognising the importance of attracting a diverse group of candidates, we provided an engineering internship for the Association for Black and Minority Ethnic Engineers (AFBE) student members.

In addition to the internships, we connect with the AFBE to run 'Transition' workshops, helping prepare graduates for the world of work.



“

I BELIEVE THAT VISIBLE AND RELATABLE FEMALE STEM ROLE MODELS CAN BE THE KEY TO CHANGING PERCEPTION AND HISTORICAL BIASES, HELPING TO BREAK DOWN BARRIERS THAT REMAIN FOR MANY WOMEN.

LEAH BENTLEY

Trainee Process Engineer



ADAPTING TO NEW WAYS OF WORKING



At Spirit Energy, we believe that a flexible approach to working is important to equality and wellbeing. Flexible working arrangements have always been considered and, where possible, encouraged.

The pandemic and digital adoption have transformed the way we work. Many office-based employees now have greater autonomy over how and when they work. New ways of working are helping to break down some of the barriers that may have previously hampered equality of opportunity.

We are also aware of the pandemic's impact on our employees' wellbeing. To support them with this, we offer access to a range of support services to help them look after their mental, physical and financial wellbeing.

SUPPORTING WORKING PARENTS

Established in 2019, the Spirit Energy Working Parents' Group came into its own during the pandemic, and when we later returned to the office, by offering support and representing our working parents' needs.

Some of the initiatives the Working Parents' Group has put in place are an informal buddy/mentoring system, information care packages for pre- and post-parental leave support, information on out-of-school holiday clubs, and a Yammer communication channel.

The group regularly explore other opportunities that support working parents.



BALANCING THE DEMANDS OF WORK WITH PARENTAL RESPONSIBILITIES CAN BE CHALLENGING. OUR WORKING PARENTS' GROUP OFFERS SUPPORT AND HELPFUL INFORMATION, ESPECIALLY AS WE TRANSITION INTO NEW WAYS OF WORKING AFTER THE PANDEMIC.

JOHN GRAHAM

Contracts Performance Manager



DIVERSE VOICES – ONE SPIRIT

Spirit Energy is the kind of place where everyone's welcome. A place where creating a more diverse and inclusive business is championed across the company, and supported by a dedicated team focused on making Spirit Energy, and the oil and gas industry as a whole, a more attractive, welcoming place to work. For anyone, from any background.

Helping us to get there is The Network, our employee-led organisation, consisting of six groups: Gender Balance, Ethnicity, Working Parents, VIBE (our LGBTQ focused group), Developing Professionals and Wellbeing.

Set-up to raise awareness of D&I issues and opportunities, The Network's mission is to support Spirit Energy by:

- Creating the space for discussion and action on diversity and inclusion whilst considering intersectionality
- Growing a well-known and supportive network across all our locations
- Attracting, retaining and celebrating diverse talent in the industry
- Working collaboratively with external bodies and networks to learn and share
- Educating on and challenging hidden barriers, as well as raising awareness of existing unconscious bias
- Promoting (signpost) awareness of D&I existing support within the business whilst 'challenging it to champion it' reaching best in class across the industry
- Removing inequality of opportunity

As we continue to bring better balance to our workforce, memberships with several important organisations are helping us to build on these strong foundations:



SPOTLIGHT ON: GENDER BALANCE NETWORK



"We should embrace the opportunity and actively pursue being an ally – to all genders – so everyone can be the best version of themselves and achieve their ambitions."

Mark Fotheringham,
Director Capital Projects



"If you only ask half the population, how will you come up with the best solution?"

Jenny Davidson,
Senior Operations Engineer



"Highlighting conscious and unconscious biases will help us 'break the bias' and achieve a truly diverse and inclusive business, where everyone has equal opportunity to grow their career."

Dan Warrick,
Asset Manager &
Gender Balance Lead

CLOSING OUR GAP

At Spirit Energy, we are dedicated to placing diversity and inclusion at the centre of the employee experience, from recruitment to career progression.

We also are focused on working closely with our industry to address the long-term structural issues and drive meaningful change.

Like other traditionally male-dominated industries, we know increasing the representation of women in the energy sector will take time. Still, we are confident our actions, as outlined in this report, are making a difference.

Our approach is aligned with recommendations from the UK Government and includes actions and initiatives designed to improve women's recruitment and progression.

INCLUSIVE RECRUITMENT

Since 2019, we've worked on our candidate shortlists to achieve an equal number of male to female candidates armed with the skills and competencies required by the role – and interview panels that include diverse viewpoints and people. Our aim is to help address any potential unconscious bias in the selection process and give candidates a better experience.

MORE THAN QUALIFICATIONS AND EXPERIENCES

We value technical qualifications and experience. But equally important are attitude, values, and personality. That's why we look beyond technical qualifications and experiences and use tools like psychometric tests and competency-based interviews to help us find the best candidate for the job.

GREATER AWARENESS HELPS US BE MORE INCLUSIVE

We offer a suite of accessible, online diversity and inclusion learning materials to our employees and our contractors, helping to foster a more inclusive working environment and empowering our employees to be more open and honest.

We have also created new tools to help standardise the questions we ask people who want to join our team. Applying

this to internal promotions and external hires helps ensure we continue to improve women's progression into more senior roles within Spirit.

We partner with Work 180, as an Endorsed Employer – an organisation that helps women make career decisions by giving them answers to questions they might not want to ask during an interview, like whether a company offers flexible working or parental leave. This helps break down hidden barriers that prevent women from joining companies, and by featuring our vacancies on the Work 180 job board, we are letting women know we are a great organisation to work for.

LISTENING TO OUR EMPLOYEES

Listening to our employee's helps us understand what we are doing well and how we can improve. Our employee's can share their voice through a range of channels in our continuous listening programme, including engagement and pulse surveys, leader-led coffee sessions, and town halls. Many of the initiatives and programmes you will read in this report have come about by listening to and acting on our employee's feedback.

In our surveys, we include questions relating to diversity, inclusion, and wellbeing. We also measure organisational fit – which tells us whether employees believe a company gives equal opportunities and that those working there do not suffer from discrimination. We are pleased to say that we perform well in all these measures, but there is always room for improvement. Insights gathered from all our listening programmes are used to create targeted actions to boost employee engagement.



WE NEED TO CREATE CONDITIONS WHERE BOTH WOMEN AND MEN'S CAREERS CAN SURVIVE AND THRIVE AFTER THE PANDEMIC. FROM INCLUSIVE RECRUITMENT PROCEDURES TO TALENT REVIEWS ACROSS OUR BUSINESS, WE ARE WORKING HARD TO PROVIDE EQUAL CAREER OPPORTUNITIES REGARDLESS OF GENDER

NICOLA MACLEOD

Executive VP, General Counsel
at Spirit Energy

CLOSING OUR GAP

DEVELOPING POTENTIAL

Supporting our people managers' growth, performance, and capability we run a range of leadership programmes. Having a simple set of clear leadership expectations helps us lead consistently and fairly across Spirit.

We actively encourage our staff to use our career development and planning tools. We offer a learning and development portal supplying access to learning opportunities, online training and external courses and further education, and internal job opportunities and secondments. We also highlight career paths and opportunities by sharing our employee career stories, which are popular with employees.

DEDICATED TO DIVERSITY AND INCLUSION

In 2018, we created a senior leadership role focused on developing and implementing policies and strategies designed to improve diversity, inclusion, and female representation within the business. And in 2021, to reflect the importance of inclusive recruitment practices, we updated our Resourcing Manager's role to include diversity and inclusion as part of their remit.

As well as improving diversity and inclusion within our business, our D&I team drive conversation at an industry level through collaboration with organisations such as AXIS Network, InterEnergy and Offshore Energies UK's Diversity and Inclusion Task Group.

These roles are supported by continued investment in The Network, our employee-led organisation, focusing on diversity and inclusion in all its forms. Launched in 2014, initially focusing on gender balance, it now includes groups representing Ethnicity; Wellbeing; Developing Professionals; LGBTQ and Working Parents.

Success of The Network can also be attributed to the involvement of our Executive Committee (ExCom) who champion the work of The Network.

Our ExCom also has access to a real-time diversity and inclusion dashboard, highlighting our performance and progress, and providing them with the opportunity to challenge and drive action for further improvement.

IMPROVING REWARD TRANSPARENCY

Transparency around reward, including pay, matters as it provides consistency and fairness. Over the last few years, we have worked hard to improve our communications in this area.

Since 2020, we have given our teams a more straightforward explanation of our reward framework, comprehensive Manager Guides, and drop-in Q&A sessions for managers and employees as part of our annual reward review process.

We carry out regular salary benchmarking exercises against the broader exploration and production market in the countries we operate in. Using this information, we update our salary ranges. Managers then inform their employees of their positioning within their range.

To better understand what skills and capabilities employees need to progress their career at Spirit, we have created Career Ladders, outlining what abilities and skills are necessary for each role at every grade and function.

In addition, we have clarified and published our performance, progression and promotion processes, so that employees and managers are better informed and can have meaningful conversations on their skills, performance and career development.



IT'S VITAL THAT GENDER BALANCE HAS A KEY FOCUS AT OUR LEADERSHIP LEVEL, AND WE AGREE ON WAYS TO ASSESS PROGRESS. WE'VE THE CHANCE TO BE INDUSTRY-LEADING ON GENDER BALANCE AND DRIVE A POSITIVE IMPACT ON OTHER ACTIVITIES IN THIS REGARD.

RIPUDAMAN KAUR

Senior Category Manager



WOMEN IN ENERGY – CAROL LEE



We know how important it is to have visible female role models to attract and retain women in our sector. We spoke to two women in our business to hear from them what it's like to work in the energy sector. Read on to find out more about their experiences and views on the current state of play in relation to gender diversity in the sector.

TELL US ABOUT THE JOB YOU DO

I'm Spirit Energy's Principal Legal Counsel & Compliance Manager. I love my role. It draws on my knowledge and experiences, but at the same time, I'm learning and growing. For instance, I use my experience as an employment lawyer while working with Human Resources and management and also when working with insurers on personal injury matters.

In contrast, establishing a compliance function and its team has pushed me out of my comfort zone, as I've had to learn about a whole new discipline.

Both elements are immensely rewarding.

WHAT IS YOUR BACKGROUND?

Getting to where I am now wasn't straight forward as you might expect. Like many people, I wasn't sure what I wanted to

do when I left school. I decided to study law and, while doing so, was a swimming teacher and lifesaving coach. However, when it came to the end of my degree, I was unsure if law was for me.

Over the next few years, I completed traineeships, seats and secondments with some great legal firms and household names in the UK, gaining knowledge in several specialisms. But after five years as an employment lawyer, I felt I needed a change, and, surprisingly, I decided to go back to the beginning and retrain as an oil and gas lawyer.

WHAT HAS BEEN YOUR PERSONAL EXPERIENCE OF CLIMBING THE CAREER LADDER?

Retraining as an oil and gas lawyer meant taking a step down the career ladder, which to many people may seem like a definite way to slow down your career progression. I've found it to be the opposite. Without branching out and having the courage to try something new, I wouldn't be where I am today, even though it seemed like a step backwards at the time.

Undoubtedly, it was hard to move away from a field I'd built up a good depth of knowledge and experience. But I've learnt to appreciate that it's okay not to know the answer to everything, especially when you're starting something new. It's good to talk things through with colleagues and ask questions; it's one way we can all learn and progress.

I've also realised that having a good mentor and surrounding yourself with a strong network is one of the best things to help you on your career path; both can be a great source of inspiration and support.

WHAT ARE YOUR VIEWS ON THE CURRENT STATE OF PLAY REGARDING GENDER DIVERSITY IN THE UK ENERGY SECTOR?

We've still a long way to go, but things are shifting in the right direction. It's great to see more men choosing to work flexibly, and the stigma around fathers taking paternity leave is lifting. Today, you notice more fathers at school drop-off and pick-up times than when I was a child. Men being able to share more

care-giving responsibilities creates better opportunities for both men and women.

As a working parent, the personal challenge of maintaining a work-life balance can be tricky. So, I welcome the opportunities that new ways of working, like hybrid, are giving us which in turn brings a healthier balance to our lives. Being trusted to manage your time by your employer is also empowering; I feel respected and, in return, more loyal.

MY ADVICE FOR OTHER ASPIRING WOMEN IN ENERGY

- 1 Take opportunities that come your way, don't be scared to do so.
- 2 It's okay not know everything all the time.
- 3 Build a network, including mentors, to support you.
- 4 Be kind; treat people as you'd like to be treated. Building relationships are so important.

WOMEN IN ENERGY – VANIA DE STEFANI



TELL US ABOUT THE JOB YOU DO

I am the interim EVP of Technical and Operated Production and a member of the Executive Committee.

I joined Spirit Energy in September 2021, and I am accountable and responsible for ensuring the safe,

responsible and efficient delivery of production across the company's operated assets, from strategic planning to day-to-day delivery.

WHAT IS YOUR BACKGROUND?

I grew up in a tiny, idyllic village in the Prosecco area, northeast of Italy. My first career was as a musician; I played first flute in the internationally renowned Mahler Chamber Orchestra, based in Brussels. This was an excellent grounding because it required a significant focus, discipline, and, most importantly, team work. Playing in an orchestra helps to develop confidence. Our collective success was based on supporting each other and ensuring that we excelled in our individual performance and as part of a diverse team.

While I remain passionate about music and the arts, the calling to pursue a career in science and engineering was too strong for me to ignore. My Dad is a businessman and entrepreneur. One of the best pieces of advice he gave me was to have alternative options for my career, so I studied engineering; I always loved the excitement of building something!

WHAT HAS BEEN YOUR PERSONAL EXPERIENCE OF CLIMBING THE CAREER LADDER?

I gained a degree in chemical engineering and a PhD in thermophysics from Ecole National Supérieure des Mines de Paris. I started as a process engineer and technical safety advisor on several energy projects in the Netherlands, the UAE, Congo and Algeria.

I have held a number of senior executive roles in the UK and internationally, latterly with BP for 15 years, including in Azerbaijan, Indonesia and West Africa, leading technically challenging operations. I played a major role in BP's internal and external response to the Deepwater Horizon incident and contributed to developing a sound risk policy, embedding positive change. I also led a key piece of work on transforming the workplace culture.

Keeping an open and enquiring mind is one of the keys to success. I am a curious person, with an enquiring mind. When I want to get to the root of an issue or situation, I approach it in a 'softer' way and ask lots of questions to find out from the people who are closest and know the subject best. I believe in being humble, learning from those around me, and not making assumptions, and this approach has served me well.

In order to be a successful leader in operations, it is important to have that frontline experience; there are no shortcuts. You can learn through different avenues, and it doesn't necessarily mean being offshore or working shift roles all the time, but it is important that you understand the challenges colleagues face on the 'front line'. As an operations engineer offshore, I was always open with, for example, the technicians and the operators, in terms of what I do and don't know, and where I need additional assistance.

WHAT ARE YOUR VIEWS ON THE CURRENT STATE OF PLAY REGARDING GENDER DIVERSITY IN THE UK ENERGY SECTOR?

Good progress has been made; there is room for further improvement. I remain passionate about diversity and inclusion, and I am very active in encouraging more women to work in technical and frontline roles through, for example, my engagement in Women in Science and Engineering (WISE).

I have been fortunate to work with competent and compassionate leaders, and I am mindful of replicating that in my role so that I, too, can make a positive impact. It hasn't always been easy, and I have faced unconscious bias in my

career where managers have assumed that, because of family considerations, I may not wish to be considered for certain roles. My approach was that I was open to all opportunities and possibilities and that I would decide what was the best choice at the time.

I am also a great believer in reverse mentoring, where we learn from people in their early career. This is a key element in areas of transformation, particularly at the moment when society has changed significantly over the past two years. The way we interact and meet has transformed, and we need to engage across the organisation, absorbing and attentively listening and learning from colleagues. It is important, in Spirit, that we continue to support people to be role models and showcase their experience and their journey ...to know about colleagues' stories and support them.

MY ADVICE FOR OTHER ASPIRING WOMEN IN ENERGY

1

Let others know that you are open to possibilities.

2

Keep an open mind and seize all opportunities.

3

Build your career path, and don't be afraid to challenge yourself.

RECAP OF OUR RESULTS

OUR RESULTS 2020

SPIRIT ENERGY PRODUCTION UK LTD.



Mean Gender Pay Gap **16%**

Median Gender Pay Gap **13%**

Mean Bonus Gender Pay Gap **15%**

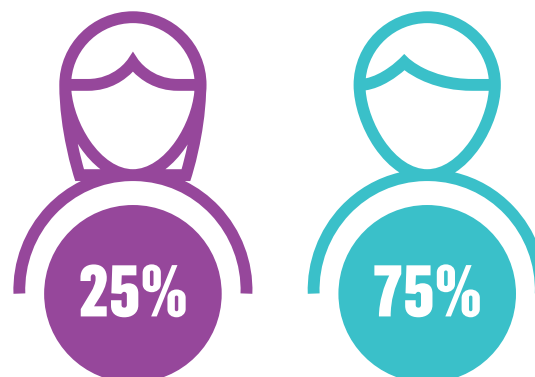
Median Bonus Gender Pay Gap **-12%**

Proportion of Men receiving a bonus **87%**

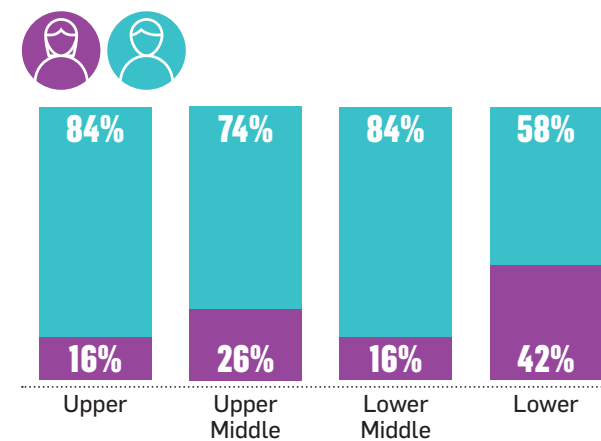
Proportion of Women receiving a bonus **80%**

491
UK
EMPLOYEES

PERCENTAGE OF FEMALE TO MALE EMPLOYEES



PROPORTION OF EMPLOYEES IN EACH PAY QUARTILE BAND



OUR RESULTS: 2018 TO 2021

	2018	2019	2020	2021
Number of relevant employees in entity	469	497	491	513
Proportion of men and women (M/F) (%)	76 / 24	74 / 26	75 / 25	73 / 27
Mean gender pay gap (%)	22	17	16	10.7
Median gender pay gap (%)	18	9	13	10.3
Proportion of men and women in the lower pay quartile (M/F) (%)	58 / 42	60 / 40	58 / 42	60 / 40
Proportion of men and women in the lower middle pay quartile (M/F) (%)	83 / 17	81 / 19	84 / 16	81 / 19
Proportion of men and women in the upper middle pay quartile (M/F) (%)	84 / 16	73 / 27	74 / 26	71 / 29
Proportion of men and women in the upper pay quartile (M/F) (%)	81 / 19	81 / 19	84 / 16	81 / 19
Mean gender bonus pay gap (%)	33	26	15	16
Median gender bonus pay gap (%)	19	10	-12	-2.5
Proportion of men and women receiving a bonus (M/F) (%)	89 / 84	87 / 83	87 / 80	85 / 84

UNDERSTANDING THE TERMINOLOGY

MEDIAN PAY GAP

The median pay gap is the difference in pay between the middle-ranking woman and the middle-ranking man. If you line up all the men and women working at a company in two separate lines, in order of salary, the median pay gap will be the difference in salary between the woman in the middle of her line and the man in the middle of his.

MEAN PAY GAP

The mean pay gap is the difference between a company's total wage spend-per-woman and its total spend-per-man. The number is calculated by taking the total wage bill for each and dividing it by the number of men and women employed by the organisation. Another word for 'mean' is 'average'.

PAY GAP VS. EQUAL PAY

The gender pay gap is not the same as unequal pay. Unequal pay is, for example, giving women less than men for the same work or vice versa. That has been against the law since the Equal Pay Act was introduced in 1970. Here at Spirit Energy, we are committed to providing equal pay for equal work; not just because this is a legal requirement, but because it is the right thing to do.

