

CNOOC

International

UK Gender Pay Gap Report

2020



CNOOC

Introduction

CNOOC International is committed to building a diverse and inclusive environment, where everyone is respected, can thrive and benefit from equal opportunities.

Our UK gender pay gap reports on our actions to close the gap and reinforces our commitment to tackling this important issue.

Measurement Matters

There are two key measures of the pay disparity between men and women:

- **Equal Pay** means that men and women doing the same or similar work receive equal pay.
- **Gender Pay Gap** is a measure of the difference between men and women’s average earnings across a workforce.

We are confident that we pay our men and our women in the UK equally for doing the same or similar work.

This report addresses the gender pay gap.

Understanding the Pay Gap Report

The UK Equality Act 2010 (Gender Pay Gap Information) Regulations 2017 requires large employers to publish annual calculations showing the pay and bonus gap between their men and women.

The data below shows our overall mean and median gender pay and bonus gap. Gender pay is based on hourly rates from a snapshot date of 5 April 2020. Bonus pay is based on all incentive pay in the 12 months previous to 5 April 2020.

How do we calculate the mean and median pay gaps?



Gender Gaps

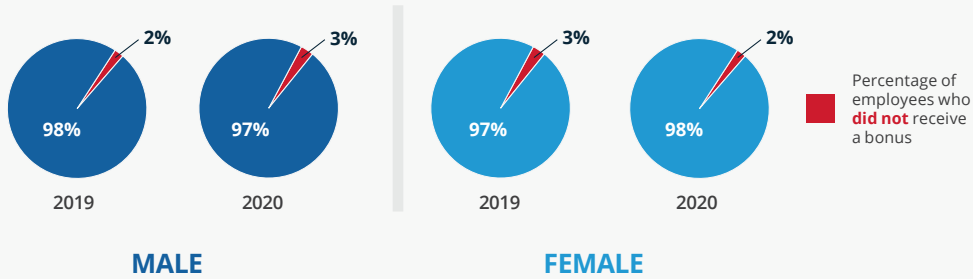
	MEAN		MEDIAN	
	2019	2020	2019	2020
Pay Gap	31.8%	27.2%	24.6%	20.7%
Bonus Gap	40.7%	42.9%	17.0%	18.4%

Here's What This Means:

On Pay Gap
On an hourly basis, a pay gap exists between men and women, with men receiving higher pay on average.

On Bonus Gap
There is a bonus pay gap between men and women, with men receiving a higher bonus on average.

Bonus Pay



Here's What This Means:

In 2019 and 2020, bonuses were paid nearly equally for men and women, with only a 1% gap existing.

Gender Distribution In Quartile Bands

	MALE		FEMALE	
	2019	2020	2019	2020
Top	95%	95%	5%	5%
Upper Middle	84%	82%	16%	18%
Lower Middle	89%	87%	11%	13%
Lower	61%	65%	39%	35%

Explaining Our Gap

There are two key factors which influence the gap at CNOOC International in the UK:

- **We have fewer women** in senior positions.
- **We have fewer women** working in specialist roles, such as engineering and geoscience, which are linked to science, technology, engineering and mathematics (STEM) subjects.

These factors are widely recognised as long-term structural issues in the oil and gas industry.



Our Commitment

We are committed to building a more diverse and inclusive workplace. This will help improve our gender balance and close the gender pay gap.



Strategy & Culture

We are looking at a wide range of ways to reduce the gap and are working with Catalyst, a global non-profit that 'helps build workplaces that work for women', to develop a diversity and inclusion strategy for the UK business.

A dedicated team is working through a culture shift on D&I, including specific actions on gender, and this will support the work with Catalyst.



Talent

The world is a diverse place. We want to attract, motivate, develop and retain the best talent that it offers.

To do this, we continue to:

- Use inclusive recruitment practices to ensure unbiased recruitment and improve the visibility of qualified female candidates, supported by training and coaching for recruiting managers.
- Proactively prioritise top talent in internal and external development programs to enhance self-awareness and leadership opportunities (e.g. mentorship programs, leadership development programs and external workshop series).
- Roll-out Respectful Workplace online training again for all staff and contractors in 2021.
- Drive D&I engagement and action with the introduction of and support to Business Support Groups, including one with gender issues focus.
- Review company policy to ensure fairness and equity on an ongoing basis.
- Work with the Oil & Gas Technology Centre to deliver STEM education into schools and support STEM programmes with our charity partner.



Industry Taskforce

While we recognise that there are internal actions we can take, this is a challenge faced across the oil and gas industry.

We play an important role in Oil & Gas UK's D&I task force, which has a vision to create an inclusive sector that is attractive, sustainable and supports the delivery of Roadmap 2035. The task force is driving the D&I agenda by catalysing action, sharing best practise, and connecting people, businesses and organisations.



D&I network

A D&I network is being formed for people to break down barriers, build resilience and, most importantly, drive positive change within the business.

At the heart of the D&I Network is a series of Business Resource Groups to bring people together to share, engage, make suggestions and catalyse change where needed.

Declaration

Our gender pay gap calculations are accurate and in line with mandatory requirements.



Jiang Qing
Managing Director UK