



2023

# UK Gender Pay Gap Report





# Bringing our world the energy it needs in the most responsible way ever imagined, requires a team united both by exceptional talent and the ability to recognise and reflect the needs of the society we serve.

Our people can be themselves at work, with fair and equal access to opportunities, free from bias and discrimination.

We choose not to set tokenistic diversity targets as part of our strategy, conscious that we want to focus long-term on creating an inclusive culture where diversity thrives as an outcome of our work.

Engineering in the UK has a gender representation gap, and we want to be part of the solution. Engineering is a rewarding career choice, and we're committed to retaining, supporting and developing our talented people of all identities, and digging in to identify and address any hidden barriers in the ways we do this.

We're also committed to changing the make-up of the engineering population in UK education and the wider workforce for good. We do this through providing positive role models in STEM education, and supporting groups such as AXIS Network, AFBE-UK and Tech Talent Charter, in their positive work in this space

In this report, we share the results of our first gender pay gap analysis for new organisation, Kent Energies UK Ltd. We confirm that this information and data is accurate as of the snapshot date of 5th April 2022.

**Karen Blanc**  
Director of Inclusion, Belonging and  
People Development



# About the Gender Pay Gap Statistics

This report details the gender pay gap reporting requirements in the United Kingdom covered under The Equality Act 2010 (Gender Pay Gap Information) Regulations 2017. The regulations require companies with more than 250 employees as of the snapshot date (5th April 2022) to publish information on their gender pay gap.

Gender pay is different to equal pay. Equal pay is about paying women and men the same salary for the same or similar roles, and is a legal requirement. Paying our people fairly and equitably relative to their role, experience, skills and performance is a fundamental principle of Kent's approach to determining pay and reward. We ensure our policies and practices are fair and actively scrutinise decisions around our annual performance, pay and bonus activities.

The median gender pay gap is determined by ordering the individual hourly rates of pay for all women and men from the lowest to the highest and then calculating the difference between the middle number in the women's and men's ranges for each entity. This is expressed as a proportion of the men's median hourly rate of pay.

The mean gender pay gap is the difference between the average hourly rate of pay of women compared with men in a company. This is expressed as a proportion of men's hourly rate of pay.

Calculations are based on full-time equivalent rates of pay - part-time working has no influence on gender pay gap.

## Illustrated Example



Therefore the Mean Gender Pay Gap is **33%**  
(75,000 – 50,000 / 75,000).

So despite paying all the engineers equally, we would see a significant gender pay gap.



# Our Organisational Context

Kent is a global engineering services company. In the UK, the Kent Energies UK Ltd entity represents an engineering projects and consultancy business with 265 staff working across all energy markets. The majority of our UK staff were previously part of SNC-Lavalin’s Oil & Gas business prior to the creation of new organisation Kent in 2021. Our data for this year has been compared against the relevant portion of the data previously presented in SNC-Lavalin’s 2021 Gender Pay Gap review.

At Kent, our gender pay gap is largely a reflection of the UK engineering landscape, with more men than women working in the sector. Our UK workforce gender balance is 24% women / 76% men, with greater representation of men in our senior quartile, where higher salaries impact directly upon the gender pay gap.

## Our results for 2022

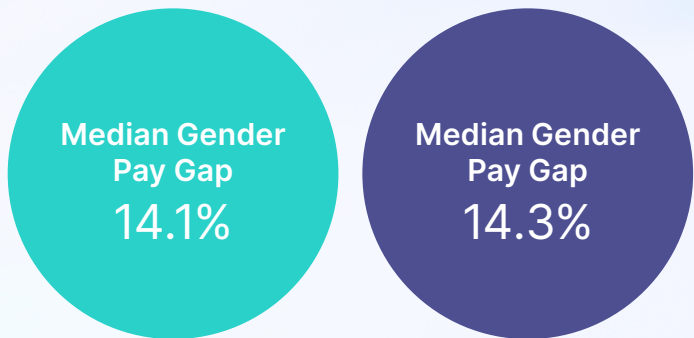
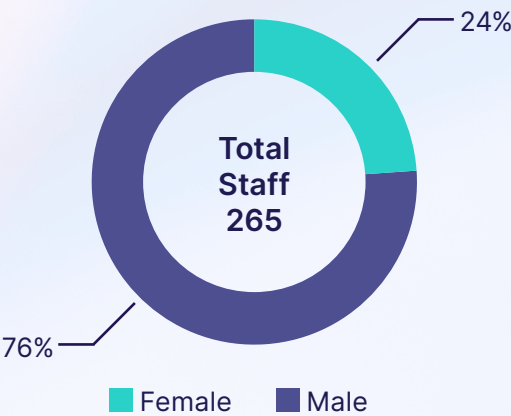
As at 5th April 2022, Kent has 265 UK staff, 64 women and 201 men (note, no data has been gathered to adjust for any of our staff who do not identify with either gender).

The ratio of women to men whose salaries fall in the upper and upper middle quartiles is lower than the proportion of women to men across the full business population (76%).

We are committed to achieving a zero gender pay gap, and our supporting action plan is explained in the following pages.

	Female	Male
Upper	18%	82%
Upper Middle	18%	82%
Lower Middle	33%	67%
Lower	27%	73%

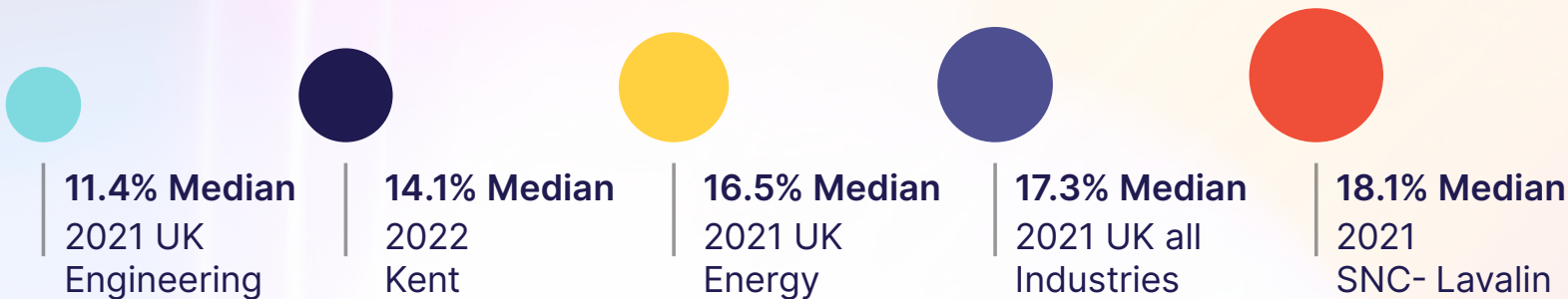
Staff Breakdown by Gender



## Bonuses

In April 2021, bonuses for staff in the Kent entity were paid by SNC-Lavalin, and so make up part of their 2022 Gender Pay Gap report. Bonuses paid out by Kent will be reported from next year onwards.

## Benchmarking



Our proportion of female staff is higher than the proportion of women working in the engineering industry. [24% v 12%]

The UK pay gap in 2021 across all industries was 16.2% mean / 17.3% median. Our pay gap is lower than this, and lower than the average across the full UK energy sector. It has improved 4% since we last measured (as part of SNC-Lavalin's reporting) in 2021. However, it is higher than the pay gap for the UK engineering sector as a whole.

To truly measure progress, we will be monitoring our gender pay gap data over the long term to monitor the impact of actions we are taking in order to eliminate our gender pay gap.



# Tackling the Gap

**We are committed to eliminating our gender pay gap at Kent, along with all other forms of inequality and bias. In 2022 we appointed a VP of Sustainability, Emma Scott, and a global Director of Inclusion and Belonging, Karen Blanc. Diverse teams, and a just transition, are core strands of our approach to sustainability. Under Emma and Karen's leadership, we have built a global community of Inclusion & Belonging Changemakers, responsible for rolling out and reinforcing all our initiatives across all regions. In addition, we launched our Inclusion & Belonging strategy and policy and established a culture of allyship, kindness, curiosity, and everyday inclusion.**

In the UK, we are working towards Silver Inclusion Standard via Clear Assured with The Clear Company. Clear Assured helps guide our work in the inclusion space, providing evidence-based tailored priorities. They highlight how Kent can make the greatest impact, with a focus on inclusive and fair work practices. They help us to set direction, showing the areas that require focus in order to make the biggest impact and continually improve.

## Ethnicity Pay Gap Reporting

Ethnicity pay gap reporting is not currently mandatory in the UK, however as we improve our capture of self-declared personal data at Kent, we will look to include this in future reports. We are committed to improving the ethnic diversity of our staff, and believe that our teams should be reflective of the society in which we serve. We have partnered with the Association for Black and Minority Ethnic Engineers (AFBE-UK), whose mission is to increase the number of BME Engineers who succeed professionally and support young people to explore a career in engineering. We will share our job adverts and placement opportunities with their members.

**Kent has signed Business In The Community's Race at Work Charter, which identifies key actions which can amplify a company's commitment to improving the quality of opportunity in the workplace.**



# Our Commitments

Our approach to achieving zero gender pay gap at Kent is multi-faceted, and can be divided into actions and commitments associated with key stages in the employee lifecycle.

## Attract

We use a strengths-based approach to writing our job descriptions, and ensure the language used is gender neutral.

All of our roles are advertised as flexible, part-time, and hybrid or fully remote.

At principal level and above, our interview panels are gender diverse.

We provide positive mixed role models via our STEM outreach work with schools and universities. This supports a longer-term change to the gender representation gap in the UK engineering workforce.

We do not set gender targets against our recruitment, though we monitor and check for underlying trends which may indicate bias.

Our hiring managers are required to complete our all-staff Inclusion Induction, and have recently all undertaken Conscious Inclusion training.

## Retain

In the UK, we support flexible and hybrid working for all of our staff. We empower our staff by trusting them to work in a way that suits them and their external commitments, such as parenting or caring. Almost all of our staff work flexibly, and 25% of our women and 7% of our men choose to work part-time.

In 2023, we're committing to reviewing our approach to new-parents leave, in addition to removing the minimum qualifying time for staff to access these benefits.

We will continue to challenge the assumption that women are primary family carers, and the 'motherhood penalty' that this often leads to. By normalising men working part-time in order to care, we can improve the work-life harmony of men, whilst simultaneously breaking down barriers and unconscious biases that impact the career progression of women.

## Develop

Inclusion & Belonging learning is woven into our staff learning journeys at Kent, and an inclusion induction forms part of our onboarding process for all staff.

All internal roles and opportunities are advertised.

We have overhauled our promotion process to ensure fairness and transparency.

At principal level and above, our promotion and internal interview panels are gender diverse.

The gender balance of our organisation is reflected in our UK leadership team, in the senior appointments of our Market Directors for both Offshore Wind and Oil & Gas. These high profile role models are representative of the equality of opportunity that we strive for at Kent.





## Conclusion

Gender pay gap reporting is an opportunity for us to measure our progress and review our actions and commitments, correcting course where necessary. In 2023, we're committing to a global equal pay audit at Kent. We will take the principles of the UK gender pay gap reporting into all areas of our business, for all measures of diversity. Where we find unintentional bias or inequity in our processes, we are committed to taking action to correct it.

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