



WELL-SAFE
SOLUTIONS

GENDER PAY GAP REPORT 2024

APRIL 2025

OUR VISION

*To be the trusted
well life cycle partner
of choice.*

A year of change

We voluntarily reported our first gender pay gap report in 2022, to provide us with valuable insight on our significant growth trajectory.

This is Well-Safe Solutions' third gender pay gap report. We are delighted to report a year-on-year improvement over the last three years.

The percentage of women across the organisation has remained relatively similar over the three year period, however, it is pleasing to report an increase in female representation within the top two upper pay quartiles. This highlights an improving trend in women holding more senior positions within the higher earning bracket.

The energy sector is evolving and as an industry which has been historically male-dominated, we are evolving on this front, too. It takes time to balance representation across the workforce, but Well-Safe Solutions is committed to improving the attraction and retention of more women by creating an environment where everyone can thrive to the benefit of themselves, Well-Safe Solutions and the industry at large.

I can confirm that the gender pay gap data reported is accurate and has been produced in accordance with the Equality Act 2010.



Anita Martin

Human Resources Director, Well-Safe Solutions

Understanding the terminology

Median pay gap

The difference in pay between the middle-ranking woman and middle-ranking man. If you line up all men and women 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 line. The median is regarded as a better measure of pay of the typical employee than taking an average.

Mean pay gap

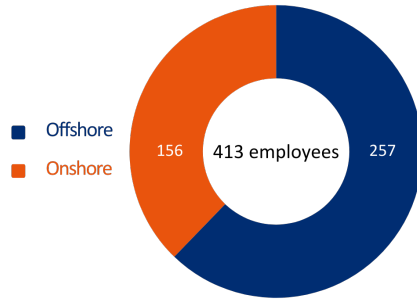
The difference between the company's total wage spend per woman and its total wage spend per man. This is calculated by taking the total wage bill for each and dividing this by the number of men and women employed. Another word for 'mean' is 'average'.

Pay gap vs. equal pay

The gender pay gap is not the same as unequal pay. Unequal pay is giving women less money than men for the same work. This has been against the law in the UK since 1970.

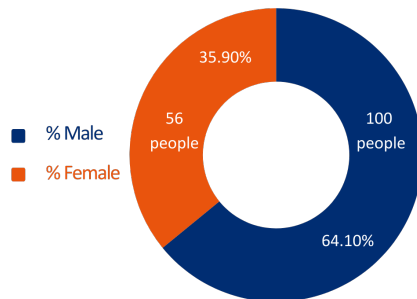
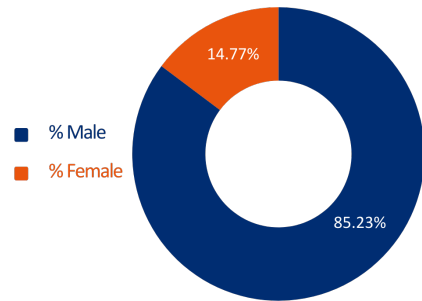


Our demographics



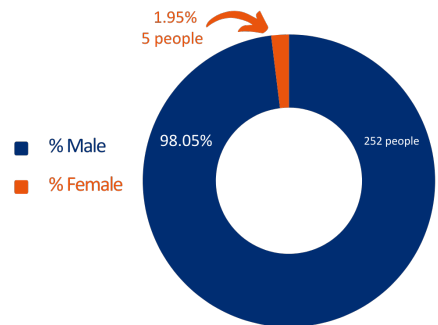
Total number of employees

Total % of male to female employees



Onshore gender split

Offshore gender split



Results

Mean Gender Pay Gap

When looking at the average pay of the total number of men at Well-Safe Solutions versus the average pay of the total number of women at the company, there is a 22.58% differential in favour of men. This is a 3.92% improvement compared to the 2023 figure of 26.5%

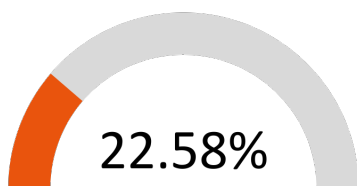
Median Gender Pay Gap

When comparing the middle male earner's hourly pay rate versus the middle female earner's hourly pay rate, there is a 20% differential in favour of men. This is unchanged from last year and is reflective of the gap existing within operator businesses.

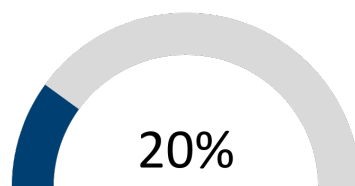
Bonus payments

No bonus payments were made in 2024. Company-wide bonus arrangements are applied uniformly across the business, with eligibility being determined by job grouping.

Mean Gender Pay Gap



Median Gender Pay Gap





Results

Pay quartiles

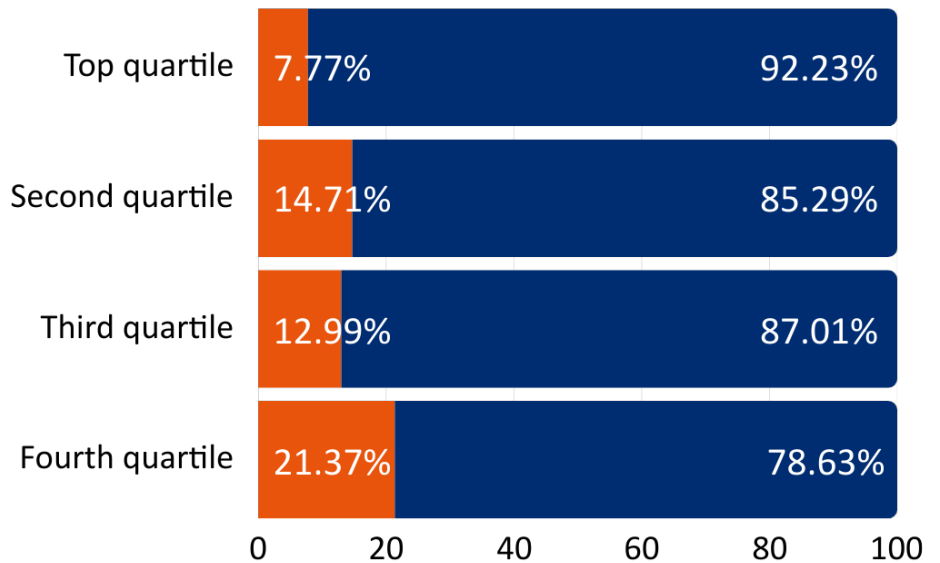
There has been a small positive change in relation to the percentage of females occupying the top two quartiles.

This indicates a slight increase in either those in seniority and/or higher earning roles.

Despite this progress, the challenge remains that overall women only make up 14.77% of the total workforce at Well-Safe Solutions.

There is significant disparity across all pay quartiles, but most noticeably within the top quartile.

◆ % of employees (female)
 ◆ % of employees (male)



Progress so far

	2024	2023
Number of relevant employees in entity	413	369
Total proportion of men and women (M/F, %)	85.23/14.77	87/13
Proportion of men and women offshore (M/F, %)	98.05/1.95	97.5/2.5
Proportion of men and women onshore (M/F, %)	64.10/35.90	67/33
Mean gender pay gap (%)	22.58	26.5
Median gender pay gap (%)	20	20
Proportion of men and women in the upper pay quartile (M/F, %)	92.23/7.77	95.57/5.43
Proportion of men and women in the middle upper pay quartile (M/F, %)	85.29/14.71	89.16/10.84
Proportion of men and women in the lower middle pay quartile (M/F, %)	87.01/12.99	84.21/15.79
Proportion of men and women in the lower pay quartile (M/F, %)	78.63/21.37	80.51/19.49
Mean gender bonus gap	0	100%
Median gender bonus gap	0	100%
Proportion of men and women receiving a bonus* (M/F, %)	0	100%/0%

*No bonus payments made in the year



Closing the gap

An overview of key activities

- Well-Safe Solutions is a signatory to the AXIS Pledge and active participants of the Axis Network. The AXIS Pledge is a commitment by companies in the UK energy sector to work towards equal pay, equal leadership, and equal opportunities for women and men, starting now.
- We continue to publish our Diversity, Equity & Inclusion (DE&I) leadership commitments, with an identified champion for gender in the team.
- There is an exit interview for every leaver, tracking and monitoring reasons for leaving.
- Working in partnership with recruitment and executive search partners to strengthen female representation across candidate pools.
- Females are being recruited into our Engineering Graduate Apprenticeships and Graduate Programme, as part of efforts to grow our technical pipeline.
- Well-Safe Solutions staff are represented at Women in Decommissioning events.
- The company continues to recruit and support women offshore.
- We established a menopause support group in 2024.
- There has been improvement in the number of men requesting part-time working. Flexible working practices include: flexible start and finish times, part-time roles and hybrid working.
- Introduction of the Personal Leadership Programme, supporting career progression of both men and women.
- Leadership expectations embedded across the business, promoting an inclusive culture.

Women at Well-Safe Solutions

Marta Malecka, Contracts Manager

I joined Well-Safe Solutions in June 2022 as a Senior Contracts Engineer, primarily to gain experience in well decommissioning. Within a year, I was promoted to Contracts Team Lead to support a team of very ambitious and capable contracts engineers. After over a year in this role, Well-Safe Solutions has offered me a Contracts Manager position.

The company has not only given me an opportunity to work on major well decommissioning projects, but has created a diverse and inclusive workplace where my dreams were turned into reality.

Anita Martin, HR Director

I joined Well-Safe Solutions in 2018 and what attracted me initially was the vision, enthusiasm and excitement for establishing the company. I joined on a six-month, temporary basis for three days a week as HR Manager to establish the HR function. Now, almost seven years on, I am HR Director working four days per week, with an excellent established HR team supporting me.

I am in the later stages of my career, so career development isn't so much of a driver, but what I needed to feel fulfilled in my role is to be listened to and trusted to develop, drive and deliver the HR strategy for Well-Safe Solutions.

I've been empowered to do so and I am proud that we are making steady progress on our gender pay gap. My own example of being promoted to be part of the company leadership team - which, until now, has been all-male, is testament to that.





Alexa Duncan, Energy Transition Manager

I have experienced first-hand the supportive culture that prioritises diverse perspectives here at Well-Safe Solutions. I feel empowered in my role where my ideas and opinions are not only welcomed, but actively sought after, allowing me to contribute meaningfully to projects.

This collaborative atmosphere enhances our problem-solving and ensures that everyone's voice is heard, leading to better outcomes for Well-Safe Solutions and our clients.

Well-Safe Solutions has proven to me that it is dedicated to closing the pay gap and promoting equity, ensuring that all employees regardless of gender have equal opportunities to thrive and make a significant impact as we work together to grow the business.

Elaine Clegg, Wells Technical Assistant

I joined Well-Safe Solutions in June 2023 after being in my previous position for over 30 years. Although quite daunting to be starting a new position after all that time, I was made to feel very welcome at Well-Safe Solutions and was given great support from everyone to help me settle into my new role.

This was really helpful in the first six months where I was covering a role which was unfamiliar to me. I feel that Well-Safe Solutions provides women with good opportunities for career development and the workplace flexibility that exists provides great support to help deal with work/life balance.

Heather Leybourne, Finance Business Partner

When beginning my role, I had an honest conversation with my line manager about my career path, what I wanted from my role at Well-Safe and how that fit into my longer-term career ambitions. The conversation was very transparent, allowing me to understand the opportunities available and the skills I could develop. My line manager has continued to fulfil their commitment to my learning.

A major part of that is being free to voice my ideas and opinions in an environment which fosters learning and growth, one where there's no fear of judgement, and where questions and challenges are welcomed.

I believe a flexible working environment is essential for equality in the workplace. The ability to work from home and work flexible hours is incredibly valuable. Many people have a caring role outside the workplace, be it for parents, children or other dependents, but caring roles are more likely to be taken on by women. To create gender balance in the workplace, this flexibility is essential.

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OUR MISSION

Well-Safe Solutions offers a fully-integrated Tier 1 capable model covering the full well life cycle, using our bespoke marine and land-based assets.

We retain and share lessons learned to deliver safe and efficient well operations in collaboration with our clients, resulting in cost reduction with open and transparent communications.

