



# GENDER PAY GAP REPORT

F Y 2 0 2 5

A photograph of a large industrial building with a sign that reads "WELL-SAFE GUARDIAN". The sign is white with black text and is mounted on a metal structure. The building has a complex facade with various pipes and walkways.

**WELL-SAFE  
GUARDIAN**

A P R I L 2 0 2 6

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# FOREWARD

I am pleased to introduce Well-Safe Solutions' Gender Pay Gap Report for April 2025. As an organisation operating within a traditionally male-dominated sector, we recognise both the progress we have made and the work that still lies ahead. Publishing this report is an important part of our continued commitment to transparency, accountability, and meaningful action.

This year's results show encouraging improvement, with both our mean and median gender pay gaps reducing more sharply than in previous reporting cycles. While part of this change reflects structural shifts in our workforce during 2025, it also demonstrates the early impact of our efforts to strengthen equity, broaden career pathways, and build a more inclusive culture. Nonetheless, it is clear that long-standing industry challenges—particularly around technical and offshore representation—continue to influence our outcomes.

Across our business, we are taking deliberate steps to address these challenges, with an increase in flexible working practices, investing in improving leadership capability, improved data insight, and the cultural conditions that allow all employees to thrive. Our focus is not simply on reducing a percentage figure, but on creating an environment where women can see a future with us—where they are represented at all levels, their contributions are valued, and their careers can progress without barriers.

We remain committed to long-term, sustainable progress. The actions outlined in this report are part of a wider strategy designed to support fairness, opportunity, and inclusion as we continue to grow. I would like to thank all colleagues who have contributed to this work, and I look forward to building on these foundations throughout 2026 and beyond.

Anita Martin  
Human Resources Director, Well-Safe Solutions Ltd



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# UNDERSTANDING THE TERMINOLOGY

**What is the Gender Pay Gap?** A gender pay gap is a measure of the difference in the average pay of men and women regardless of the nature of their work across an entire organisation, business sector, industry, or the economy as a whole. A positive gender pay gap reflects that men are paid more than women, and a negative gender pay gap reflects the opposite. A gender pay gap of 50% would reflect that men are paid twice as much as women, and a gender pay gap of 0% would reflect that men are paid the same as women.

## Median Pay Gap

The median gender pay gap represents the difference between the midpoints of the range of hourly pay of men and women. The median is calculated by lining up all employees' hourly pay from lowest to highest separately for men and women. The median basically is the midpoint of each list. The gap is the percentage difference between those two midpoints.

## Mean Pay Gap

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

## Pay Gap vs Equal Pay

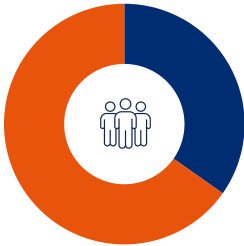
The gender pay gap is not the same as unequal pay. Unequal pay means paying women less than men for the same work, which has been unlawful since 1970. The gender pay gap instead reflects broader differences in average earnings across the workforce.



# OUR DEMOGRAPHICS

## OUR RESULTS

### Total Number of Employees



328 Total Employees

114 Onshore

214 Offshore



### Total Percentage of Male to Female Employees

#### Overall



#### Onshore



#### Offshore



# OUR RESULTS

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## Mean and Median Gender Pay Gap Results 2025

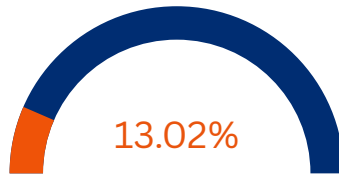
### Mean Gender Pay Gap



The 2025 data reveal a mean gender pay gap of 17.14%, representing a 5.44% improvement compared to the 2024 figure of 22.58%. This is the largest single year reduction since reporting began in 2022, showing that our pay balance in 2025 across our workforce is moving in the right direction.

### Median Gender Pay Gap

Our median gender pay gap reduced to 13.02%, down from 20% in 2024. This is a 6.98% improvement, meaning the “typical” female employee is now much closer to her male counterpart in hourly pay.



### Bonus Payments

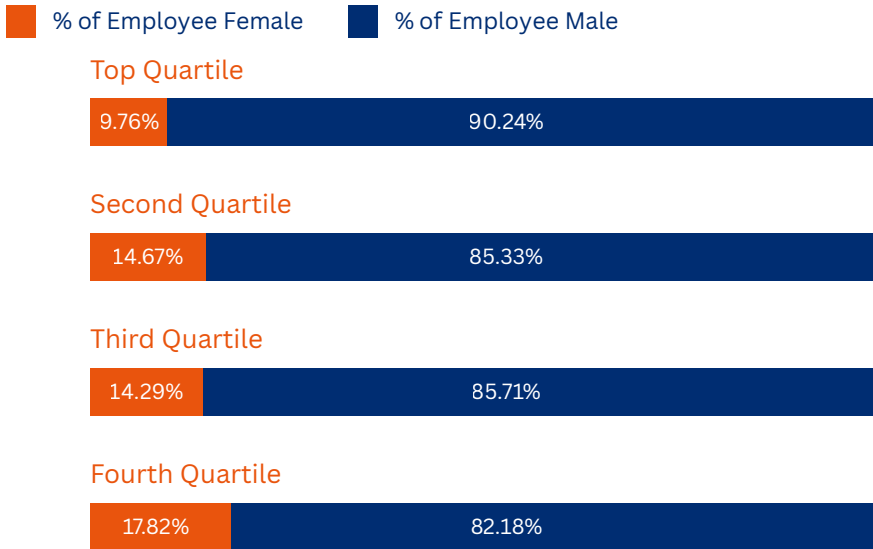
As in 2024, no bonuses were issued to either men or women in 2025. This resulted in a 0% mean and median bonus gap, reflecting a consistent and fair approach to reward distribution during a year of challenging market conditions.



# OUR RESULTS

## Proportion of Employees in Each Pay Quartile

### Employee Breakdown by Quartile



## Summary

There has been a modest but positive shift in female representation across pay quartiles compared to 2024. Notably, women in the upper quartile increased to 9.76% up from 7.77% in 2024, showing progress in senior and higher paid roles but remains at less than 10% of the top earners. Representation across other quartiles remains broadly stable, with women making up 17.82% down from 21.37% in 2024 in the lowest quartile.

While the improvement in our gender pay gap is encouraging and reflects the positive impact of our targeted equity measures, it is important to recognise the wider context behind the results. The significant reduction in headcount during Q1 2025, following rounds of both offshore and onshore redundancies, altered the overall workforce.

Composition. This shift inevitably influenced the distribution of employees across pay quartiles, contributing to the reduction in both the mean and median pay gaps. In other words, although our deliberate actions to advance equity are taking effect, the structural changes brought about by workforce reductions have also played a role in shaping the outcomes.

Future reporting will continue to monitor whether these gains are persistent and maintained as the organisation stabilises in Q1 2026.



# OUR RESULTS

## Results Comparison

	2025	2024	2023	2022
Number of relevant employees in entity	328	413	369	199
Total Proportion of men and women (M/F) (%)	85.67/14.33	85.23/14.77	87/13	85/15
Proportion of men and women offshore (M/F) (%)	98.13/1.87	98.05/1.95	97.5/2.5	98/2
Proportion of men and women onshore (M/F) (%)	62.28/37.72	64.10/35.90	67/33	69/31
Mean Gender Pay Gap (%)	17.14	22.58	26.5	31.28
Median Gender Pay Gap (%)	13.02	20	20	30.19
Proportion of men and women in the upper pay quartile (M/F) (%)	90.24/9.76	92.23/7.77	95.57/5.43	93.75/6.25
Proportion of men and women in the middle upper pay quartile (M/F) (%)	85.33/14.67	85.29/14.71	89.16/10.84	92.16/7.84
Proportion of men and women in the lower middle pay quartile (M/F) (%)	85.71/14.29	87.01/12.99	84.21/15.79	85.42/14.58
Proportion of men and women in the lower pay quartile (M/F) (%)	82.18/17.82	78.63/21.37	80.51/19.49	69.23/30.77
*Mean gender bonus gap	0	0	100%	0
Median gender bonus gap	0	0	100%	0
Proportion of men and women receiving a bonus (M/F) %	0/0	0/0	100% / 0%	0

\*No bonus payments made in the year



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# CLOSING THE GAP - OVERVIEW OF FUTURE PLANNED ACTIVITIES

- Strengthen employee insight through targeted feedback mechanisms
- Embed and expand flexible working as a core enabler of equity
- Make career pathways visible across all business streams
- Invest in leadership capability and inclusive culture
  - Ongoing delivery of the Personal Impact Leadership Programme
  - Broadening our offshore leadership programme to all onshore
- Promote visibility of successes and role modelling
- Enhance benefits that support flexibility and inclusion
- Conduct annual compensation audits to ensure fairness and equity.
- Review and modernise family related policies



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# WOMEN IN WELL-SAFE

## VICTORIA LAWSON

HR Manager

Well-Safe Solutions has been the platform for my progression. I joined Well-Safe Solutions in July 2019 as an HR Logistics & Competence Supervisor and was promoted to HR Supervisor in September 2021 as my role and responsibilities continued to grow. In January 2026, I progressed into the role of HR Manager. Along the way, I've been trusted with increasing responsibility and supported through development opportunities, including the chance to take part in the Personal Impact Leadership programme. Having clear progression pathways and access to development like this can make a real difference in supporting more women to grow and progress into senior roles over time.



## NICOLE CRAWFORD

Trainee Engineer



I joined Well-Safe Solutions in 2024 as a Graduate Apprentice in Well Engineering. The role appealed to me as it gave me the opportunity to study a bachelor's degree in engineering while building my knowledge and experience in the industry. I have found this to be very beneficial to my career development.

This is the first time I've worked in a male dominated department/industry which initially felt quite daunting. However, Well-Safe showed me this was not something to be worried about. Having spent time working in both the Well Engineering and Operations departments, I have found that my career progression is supported and encouraged. I also feel that my contributions are noticed and valued.

Having regular meetings with my mentor, focused on my professional and academic development, has been very beneficial. These sessions have motivated me to push myself and have given me the confidence to speak up whenever I need clarification, guidance, or additional support.

I believe that Well-Safe actively promotes equality by ensuring that opportunities are accessible to everyone, regardless of gender. This has helped me feel confident in my role and optimistic about my future within the company





## Our Vision

To be the trusted well life cycle partner of choice

## 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

