



CNR International

CNR International (U.K.) Limited – 2018-2019

Gender Pay Gap Report





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Corporate Mission Statement

“To develop people to work together to create value for the Company’s shareholders by doing it right with fun and integrity”

Introduction

The Equality Act 2010 (Gender Pay Gap Information) Regulations 2017 require UK employers with 250 or more employees to publish their gender pay gap data on an annual basis. CNR International (UK) Limited (CNR International) follows the calculation methodology set out by the [Government Equalities Office](#) by publishing the mean and median gender hourly pay gap, the mean and median bonus pay gap, the proportion of males and females receiving a bonus payment and the proportion of males and females in each pay quartile. CNR international’s results have been independently verified by Pinsent Masons LLP.

CNR International is an oil and gas exploration, development and production company with operations in the United Kingdom portion of the North Sea and offshore Africa. Our current UK headcount as of the snapshot date of the 5th April 2018 was 311 employees with a gender balance of 87 Females and 224 Males.

Last year, we published our first gender pay gap report, highlighting the difference between the mean and median hourly pay of all female employees relative to all male employees, regardless of role or pay grade. Gender pay gap figures are influenced by a variety of different factors, including the proportion of males and females employed, the proportion of male and female employees holding senior technical and leadership roles and general societal trends in relation to the types of roles typically pursued by males and females.

Since issuing our first report, we have implemented a number of initiatives including creating an Equality, Diversity and Inclusion Forum to improve our strong organizational culture.

The Gender pay gap is not the same as equal pay. Equal pay ensures that employees in the same or equivalent roles with similar qualifications, experience and performance are equivalently paid. Canadian Natural and its worldwide subsidiaries, including CNR International are committed to equal pay to ensure male and female employees are paid equally for equivalent work.

Understanding our 2018 Gender Pay Gap

2018	Mean (Average)	Median (Mid-point)
Base Pay Gap	42%	47%
Bonus Gap	57%	64%

The above figures show that the mean pay of all our female employees is 42% lower than the mean pay of all our male employees. The Median female employee is paid 47% less than a male employee, which compares to a gap of 65% last year.



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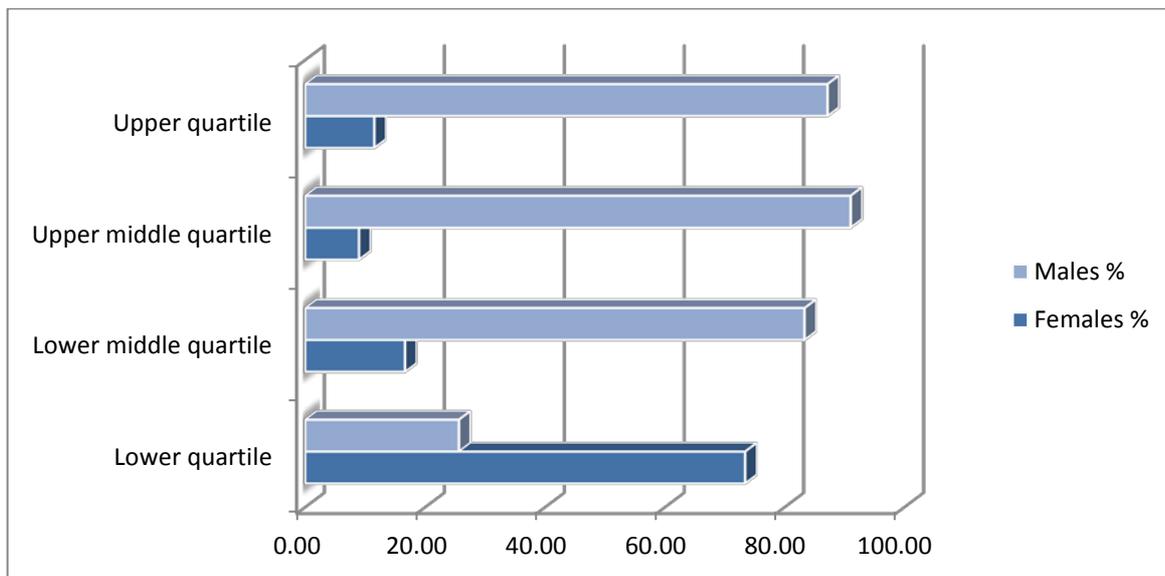
Proportion of CNR International employees who received a 2018 Bonus



CNR International has a bonus program inclusive of **all** employees. The reason the male figure is not 100% for the reporting period is due to new employees who commenced employment with the company towards the end of the reporting period, who were not eligible for the program on this occasion.

Pay Quartiles

This calculation shows the proportions of males and female employees in each of our four quartile pay bands:



Last year's figures for gender split across the quartiles are included in the 2017 Gender Pay Gap report which can be downloaded from: [CNR-International-Gender-Pay-Gap-Report-2017-2018.pdf](#).

There is not a significant difference in the pay quartiles since the 2017 report. The median male at CNR International works in the Upper Middle quartile and our median female works in the Lower quartile, which is in line with the 2017 results.



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Addressing our Gender Pay Gap – Continuous Improvement in our Culture

CNR International is committed to having a culture which has equality, diversity and inclusion at its core. To ensure we are successful in delivering this, the Company's leadership has actively engaged with employees to identify specific actions to be undertaken in 2019.

The Company values and respects what makes its employees different, and promotes the view that a diverse and inclusive organization that works together effectively will be more successful.

As part of our commitment to continuous cultural improvement, we have embarked on a process, driven by employee engagement, to identify how equality, diversity and inclusion can become more prevalent in the existing strong corporate culture in our organization. Through this process we have identified focus areas and key activities, which have been committed to by the Company's leadership.

A brief insight is provided below:

- **Recruiting, Retaining and Developing Staff**

This focus area will deliver initiatives to improve equality, diversity and inclusion in the way we recruit, develop and retain staff throughout the organization.

- **Working Together with Industry and Society**

Under this focus area, we will build on our current community investment program and existing scholarship schemes, to actively promote greater diversity. In addition, we will actively promote the oil and gas industry and encourage greater diversity in STEM subjects.

- **Driving an Equal, Diverse and Inclusive Culture**

Our key focus internally will be to undertake activities that will enable equality, diversity and inclusion to be central to our culture. This will include improved communication, encouragement to participate in events and making training available to ensure this focus becomes a part of our organizational culture going forward.

Statement

I confirm that the information and data provided is accurate as at the snapshot date of 5th April 2018 and CNR International (U.K.) Limited has employed the services of law firm Pinsent Masons LLP to review and confirm our interpretation of the Government regulations and the applied methodology.

Our results are in line with the government gender pay reporting requirements and can be viewed via this link: <https://gender-pay-gap.service.gov.uk/employer/4jEnnAHJ>.

Alison Critten
Manager, Human Resources
CNR International (UK) Limited