Harbour Energy

HARBOUR ENERGY PLC

UK GENDER PAY GAP REPORT 2025

#WEAREHARBOURENERGY

Welcome to Harbour Energy's 2025 UK Gender Pay Gap Report

Harbour Energy has built a unique position as one of the world's largest and most geographically diverse independent oil and gas companies, with operations spread across five continents. We play a significant role in meeting the world's energy needs through the safe, efficient, and responsible production of hydrocarbons, while creating value for our stakeholders.

The report shows year-on-year improvement since we began reporting as Harbour Energy. In 2025, our median pay gap was 19.7%, and while that number is still higher than we would like, it is progress on the 2024 reported figure of 23.6%.

19.7%

Median gender pay gap

29.7%

of UK Harbour Energy employees are women

Women make up 26.8% of our workforce globally. In the UK, our figure is 29.7%. By 2030, we aim for 30% of senior management and our global workforce to be women, 40% of our graduates to be female and 40% of our Leadership Team to be from diverse backgrounds (gender and/or ethnicity).

Increasing the number of women in our workforce – from graduate through to senior management – is key to reducing our gender pay gap both in the short and long term.

We continue to address the gender pay gap and create an environment where women can thrive and progress in their careers.

LINDA Z. COOK
CHIEF EXECUTIVE OFFICER

About Harbour Energy

"Our future success is determined by our ability to grow and sustain a more diverse, inclusive and engaged high-performing workforce, so we can attract and retain the best talent. Building a strong pipeline, from graduate level to senior management, will allow us to increase the representation of women in senior roles and close the gender pay gap we have today."

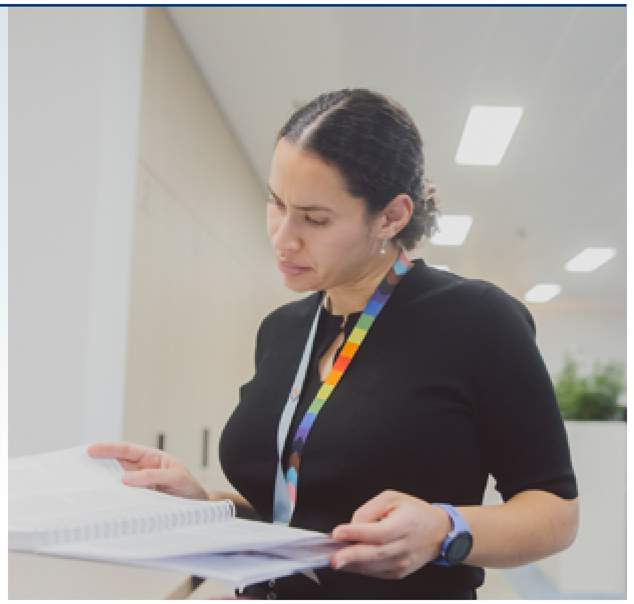
NIGEL HEARNE
CHIEF OPERATING OFFICER

OUR DATA

We confirm that the gender pay gap data contained within this report for Harbour Energy has been calculated in accordance with the requirements of the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017, and is an accurate representation of our pay and bonus data for the snapshot date of 5 April 2025.

Linda Z. Cook
Chief Executive Officer

Gill Riggs
Chief Human Resources Officer



Our gender pay gap

As a UK company with more than 250 employees, the law requires us to publish our gender pay gap data annually. This gender pay gap data allows us to measure the percentage difference in average hourly pay and bonuses of all men and women employed by UK entities.

We have been reporting on our gender pay gap since 2022. As of 5 April 2025, our report covers individuals who meet the relevant employee criteria as defined by the UK Government guidance for reporting. This includes 910 men and 386 women.

EXPLAINING EQUAL PAY VS GENDER PAY GAP

Equal pay refers to men and women performing equal work for equal pay. A gender pay gap is the average earnings difference between all men and women across an organisation. A gender pay gap does not show an issue with equal pay. We use industry benchmarking data and internal pay audits to ensure that all employees have a transparent, fair, and competitive pay and benefits structure that does not discriminate against sex, gender, or ethnic origin.

Average hourly pay by gender

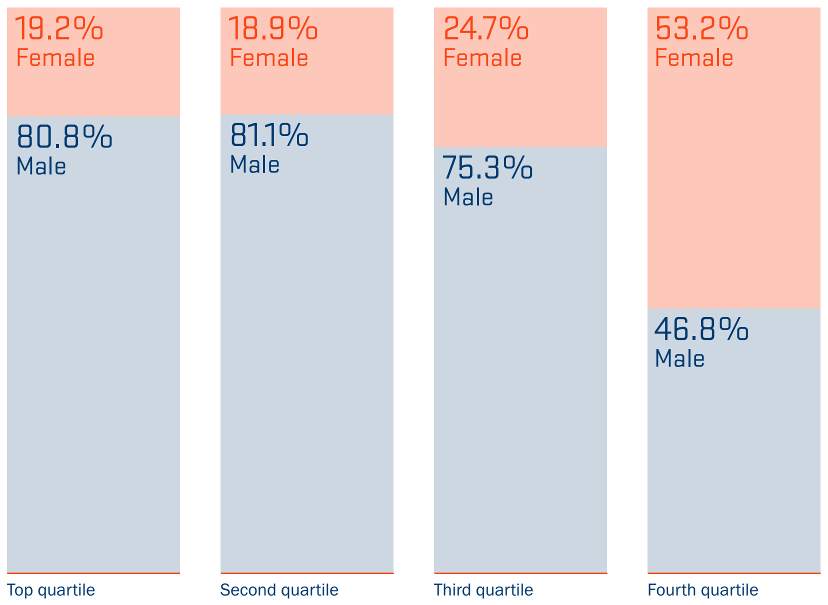
Mean gender pay gap

15.8%

Median gender pay gap

19.7%

Employee breakdown by quartile (by hourly pay)



Bonus Pay Gap

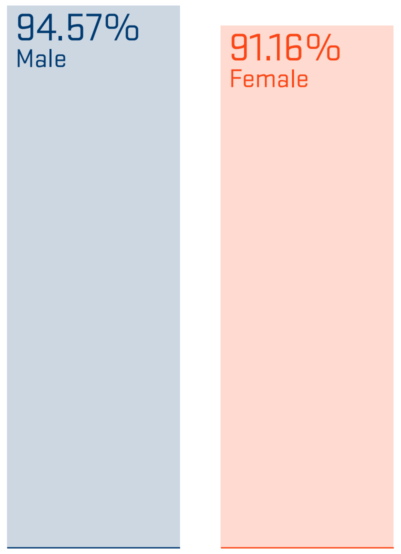
Mean gender bonus gap

15.8%

Median gender bonus gap

14.9%

% of eligible employees with bonus (up to snapshot date)



Although the gender pay gap continues to narrow, our commitment to tackling it through positive action is ongoing.

Changes in mean and median hourly pay gaps

Our mean pay gap dropped slightly from 16% in 2024 to 15.8% this year, while the median pay gap dropped more significantly from 23.6% to 19.7%. We believe these improvements are as a result of our ongoing efforts to improve the representation and retention of women across the business.

Changes in quartile representation

In 2025, despite a slight improvement, women make up 19.23% of the top quartile and 18.91% of the second quartile compared to 18.7% and 14.2% in 2024. This shows that women are not progressing to these higher levels at the same rate as men. The uneven distribution of women across higher-paid roles is a key contributor to the gender pay gap as it reflects the limited representation of women in senior leadership and specialist technical roles that typically command higher salaries.

Changes in bonus pay gap and bonus eligibility

The gender bonus gap increased this year due to a combination of factors. Men remain more represented in higher-level roles, which typically offer greater bonus opportunities. In addition, a higher proportion of women took periods of leave during the reporting year, which can result in reduced bonus eligibility. These elements together influenced the overall distribution of bonus payments and contributed to the year-on-year increase in the gender bonus gap.

> While we continue to make progress on our gender pay gap, we know there is more to do. My priority as Vice President of Diversity, Equity and Inclusion is to strengthen our foundations through clear accountability, transparency and governance to deliver lasting, measurable impact."

HERMANN TREPESCH
VP DEI

Our gender pay gap actions

Since we first began reporting on our gender pay gap, we have been taking steps to help reduce it. Our year-on-year reduction shows that the gap is gradually closing.

In 2025, we did the following:

Created targeted support for women in senior leadership

We launched the Women's Senior Leadership Group (WSLG) to deliver targeted career development support for women in senior roles, helping to build a stronger leadership pipeline. We have conducted surveys to find key areas of interest related to personal growth and leadership development, which we have turned into targeted initiatives that align with our broader talent development strategy and long-term aspirations.

Strengthened our DE&I awareness and learning

We continue to build on our DE&I awareness and learning with accessible, globally coordinated initiatives. This includes quarterly learning sessions to introduce all employees to key inclusion topics, and specialist training across a range of subjects including neurodiversity and offshore inclusion.

Enhanced our parenting policies

We enhanced our policies to support working parents and help reduce barriers that disproportionately affect women's earnings and continuity of career progression. This included introducing a neonatal leave policy, fertility treatment support, a financial incentive for those returning from maternity, and extended pension contributions for new parents.

Built on our menopause resources and support

We strengthened support for colleagues experiencing menopause and perimenopause by offering access to a global menopause resources site, training 10 UK Menopause Ambassadors and providing menopause e-learning for managers. This was part of our continued commitment to the Workplace Menopause Pledge to help retain experienced talent and minimise career interruptions.

Embedded our inclusive recruitment framework

We are continuing to embed our inclusive recruitment framework globally to make sure we have a fair, candidate-centred hiring experience. We have standardised inclusive practices at every stage, including diverse interview panels, trained hiring managers, inclusive job adverts and structured competency-based assessments. We also collect anonymised information during the recruitment process, which we use to target our inclusion plans across the business. All these actions we hope will help fair, unbiased promotion and hiring outcomes, particularly for women.

Partnered with specialist external organisations

We have partnerships with WB Directors, Newson Health and the Institute of Neurodiversity. These help shape our understanding of the intersectional factors that shape gender inequality in the workplace and give us access to subject matter experts and established best practice approaches.

> Closing the gender pay gap requires sustained practical action. Our progress reflects the steps we're taking to remove barriers – strengthening our leadership pipeline, embedding inclusive recruitment and better supporting colleagues at key life stages. While there is more to do, these actions are helping create fairer opportunities for women at Harbour to progress and thrive."

KATY DUNCAN
SVP TALENT & CULTURE

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Further reading

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2025 ANNUAL REPORT & ACCOUNTS

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