



CNR International

CNR International (U.K.) Limited – 2019-2020

Gender Pay Gap Report





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CNR International (U.K.) Limited Gender Pay Gap Report 2019

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 (U.K.) 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 natural 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 2019 was 282 employees with a gender balance of 80 Females and 202 Males.

As with previous years, we have published our 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 academic subjects taken by males and females and the job opportunities those choices lead to.

Since issuing our previous report, we have continued to actively engage with our employees by way of our Equality, Diversity and Inclusion (EDI) Forum to continuously 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, including its worldwide subsidiaries, such as CNR International (U.K.) Limited is committed to equal pay to ensure male and female employees are paid equally for equivalent work.

Understanding our 2019 Gender Pay Gap

2019	Mean (Average)	Median (Mid-point)
Base Pay Gap	42%	46%
Bonus Gap	64%	60%



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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, which is comparable with 2018. The Median female employee is paid 46% less than a male employee, which compares to a gap of 47% last year and 65% in 2017.

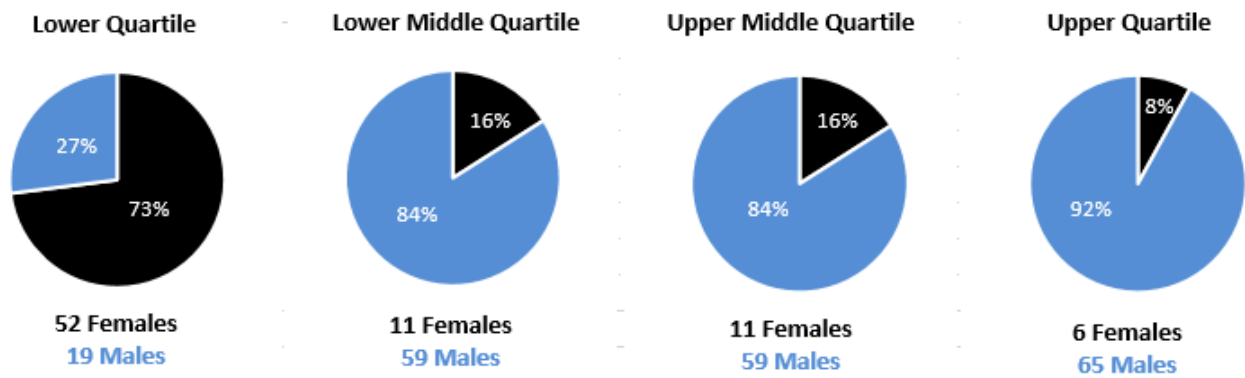
Proportion of CNR International employees who received a 2019 Bonus



CNR International has a bonus program inclusive of **all** employees. The above figures are not 100% for the reporting period due to new employees who commenced employment with the company towards the end of the bonus period, and were not eligible for the bonus program during the reporting period.

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 2018 Gender Pay Gap report which can be downloaded from: [CNR-International-Gender-Pay-Gap-Report-2018-2019.pdf](#).

There is not a significant difference in the pay quartiles since the 2018 report.



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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. 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 and enhance value creation.

As part of this commitment to continuous cultural improvement, we 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. This focus has increased since our last Gender Pay Gap report.

A brief insight into the work being undertaken by each of these focus areas is provided below:

- **Recruiting, Retaining and Developing Staff**

Equality, diversity and inclusion is driven by our people. Under this focus area, we have dedicated our effort to refining our recruitment practices to encourage greater applicant diversity. Additionally, we have worked on our Performance Management System to promote career development. In 2020 we will continue seeking internal lateral movement and people development enhanced by a mentoring program.

- **Working Together with Industry and Society**

Under this focus area, we are investing in the long term sustainability of the company and the industry, by supporting school engagement programs aimed at promoting greater diversity in STEM subjects at all levels of the education system. We are also working together with a variety of different partners and organizations to share knowledge and collaborate on inclusion initiatives that can be enacted now. Examples of this include becoming an Axis pledge member, working with the Oil & Gas UK task group and working with numerous organizations to promote STEM subjects to both primary and secondary school students. In 2020 we will build on our success in the school engagement programs and continue to support local initiatives that promote diversity and inclusion across the oil and gas industry.

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

We recognize that inclusion is determined by our culture and during 2019, we have focused on finding ways to ensure diversity and inclusion principles are central to our culture. We have achieved this by collaborating with internal and external groups who influence our culture and holding internal events and training to raise awareness of diversity and inclusion. This includes unconscious bias training and events to celebrate World Food Day and World Day for Cultural Diversity. In 2020 we will continue to undertake a variety of initiatives to continuously improve the application of our culture.



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Statement

I confirm that the information and data provided is accurate as at the snapshot date of 5th April 2019 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>

Alison Critten
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CNR International (U.K.) Limited