



chevron energy limited

2021 UK gender pay gap report



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Welcome to the 2021 UK gender pay gap report from Chevron Energy Limited

This year's report shows some modest improvements in our gender pay gap results. We continue to build on strategies for Diversity and Inclusion established in previous years. Our last year report noted the global restructuring efforts reducing the employee population, which Chevron commenced in 2019. Across our business, new teams and organisational structures have been established during this reporting period, reference point April 5, 2021. This report also covers one of the most tumultuous years experienced by populations and by business as the world reacted to the COVID-19 global pandemic.

The hourly and bonus pay gaps have both narrowed compared with last year. Our average hourly gender pay gap is 27.5%. With an employee population which is 74% male and 26% female, there is a slight improvement on female representation from previous years.

We have launched updated demographic dashboards to provide leaders with greater insights into workforce representation. Additionally, we ensure diverse selection teams and diverse slates as part of our selection practices. Inclusion counselors were embedded in job selection teams during the company's 2020 reorganisation to promote additional thinking and minimize unconscious bias in the candidate selection process.

Our commitment to Diversity and Inclusion is unwavering. Chevron's new organisational structures intend to deliver sustained competitive performance within our businesses, drive differentiated capabilities, reduce complexity and ensure we work more effectively together as one high-performing team. All these elements have their basis in our unwavering belief that Diversity and Inclusion is critical to developing a talented, high-performing workforce needed for business success.

The 2020–2021 period was extremely challenging across the globe as COVID-19 impacted every aspect of life. Employees faced additional pressures of coping with restrictions imposed by the global pandemic, often caring for children and elders whilst also working from home. Chevron placed a high priority on ensuring that employees were able to access a range of support measures to care for themselves, their mental health and their work-life balance during this extraordinary period. In this 51st year of our Employee Assistance Program, we offer virtual services to counsel and support, also opening selected services to employees' extended families.

As the business world reviews the experience of many employees working from home, Chevron will pilot a hybrid working model with leaders having flexibility to establish working patterns which make sense for their team.

You will find details about our data in the following pages. I confirm that the gender pay gap data contained in this report is accurate and has been produced in accordance with the guidance and reporting developed by the Advisory, Conciliation and Arbitration Service (ACAS).

A handwritten signature in black ink, reading "J. Gregor Cameron". The signature is written in a cursive style with a large, stylized initial "J".

J. Gregor Cameron
Chairman, Chevron Energy Limited

chevron's gender pay gap results

The gender pay gap is defined as the difference between the average pay of all men and the average pay of all women in an organisation, regardless of role or seniority

This is fundamentally different from equal pay, which means to pay men and women equally for the same or equivalent work. Chevron establishes internal equity through job evaluation and defines job categories to pay employees equitably and competitively based on job responsibilities and individual performance.

At Chevron, there are many ways in which we invest in our people to develop and empower a highly competent workforce that delivers superior results the right way. Our company philosophy prohibits discrimination, including on the basis of gender. Additionally, we have established robust compensation systems and processes designed to minimise risk of bias.

the gender pay gap

The difference in the average pay of all men and women in the organisation regardless of seniority or role

Having a greater number of men in senior positions or in technical roles with a higher level of pay will mean a greater average pay for men than for women

Our results

Following the transformation of our global organisation, Chevron UK has experienced a further decrease in the employee population compared to our last report.

There has been a small improvement in both hourly and bonus pay gap results compared to last year, and there is a slight improvement in the overall male to female demographics.

The underlying reasons for the gap remain unchanged, which is that it reflects the imbalance of female representation across our organisation and across the industry.

Our pay gap is compounded by the need to pay certain allowances such as expatriate premiums given to the UK employees working overseas.

As in previous years, a significant percentage of our population are expatriates, and most of these roles are technical with a higher representation of men.

chevron uk pay gap results		
	mean	median
Hourly pay gap	27.5%	34.7%
Bonus pay gap	36.9%	37.9%

proportion of men and women receiving a bonus	
male	female
99.2%	95.2%

% of uk population		
quartile	male	female
Upper	90.2%	9.8%
Upper middle	84.3%	15.7%
Lower middle	72.4%	27.6%
Lower	51.1%	48.9%

how we're working to improve our results

Chevron is continuing to advance a diverse and inclusive workforce and work environment through intentional conversations about Diversity and Inclusion. These four pillars drive intentional actions in support of an inclusive culture.

a

accountability

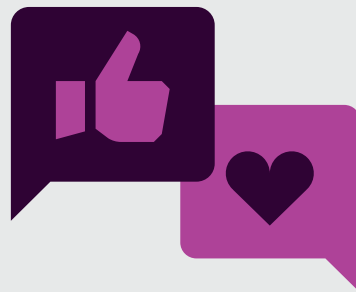
ensures diversity and inclusion are moving forward



c

communications

inspires and informs workforce



t

training

educates on inclusive behaviors



s

selections

ensures a robust pipeline of diverse talent



managing talent and investing in people

accountability

The creation of a new Diversity and Inclusion role here in the U.K. is an example of our intentional actions. By adding this new ‘role’ Chevron is able to better understand the unique opportunities in the U.K., and be more deliberate with applying the best tools and resources.



employee spotlight

Diana Higgins
Senior Diversity and Inclusion Business Advisor for Europe, Middle East and Africa

‘It was 2000 when I joined Chevron as a team secretary and since then I’ve enjoyed a wide range of roles supporting business units in our Europe, Middle East and Africa region. My new role in Chevron’s Diversity, Inclusion and Ombuds team is exciting and a first for Chevron in the U.K. I will be helping to establish and maintain our key internal stakeholder partnerships which drive Diversity and Inclusion initiatives. Chevron has supported my continued learning throughout my career, and I’ll be putting my learning into practice, providing consultative support and guidance on projects, analysis and programs.’

communicating – inspiring and informing

We draw on our engagement in external activities to enrich our Diversity and Inclusion initiatives. Through our membership in ‘**Business in the Community**’, Chevron accesses information and resources from BITC’s eight steps to a more gender equal future at work.



The Prince’s Responsible Business Network

eight steps to a more gender equal future at work

1. Make gender equality a business priority
2. Consider all women
3. Help everybody care
4. Embrace flexible hours
5. Be transparent about how you set pay
6. Take the bias out of recruitment
7. Collect and apply a gender lens to a wide range of data
8. Commit to an inclusive culture for everyone

Maritime UK and Women in Maritime



We were pleased to sponsor the Diversity award at the 2020 Maritime UK Awards, and will continue to develop our engagement with Maritime UK’s **Women in Maritime** network. These networks provide insights into the specific issues faced by women in a range of maritime roles.

managing talent and investing in people

training

The establishment of our **Global Women's Leadership Development Program** is consistent with our recognition that we achieve the best business results when we draw upon and develop the diverse talents of our workforce. With a goal of increasing the number of women at senior levels, we set three broad objectives for the program.

three broad objectives to the program

1. Provide strategic development planning for high-potential women earlier in their careers
2. Offer access and visibility to influential senior leaders, job owners and personnel development committees
3. Establish resources to support development, including coaching, mentoring and skills growth

We recognise the importance of building inclusive habits and how training programs can assist the growth of those habits in daily business life. Our "Inclusive Habits" program provides participants with workplace-ready tools for identifying diversity and practicing inclusion. The highly experiential program concludes with commitments to personal action plans which can leverage the thinking of diverse groups to help teams thrive and innovate and also apply the signature habits that make inclusion a daily practice. This is one of a wide range of programs in Diversity and Inclusion topics.

Decide - Breaking Bias is a research-driven digital learning solution that empowers our employees to make more informed, effective and confident decisions when it matters most. This offering leverages the Similarity, Expedience, Experience, Distance and Safety (SEEDS) model to Accept, Label and Mitigate biases with brain-based strategies to minimize the impact of bias in people and business decisions.



selections

We continue to reinforce our expectation of having diverse slates and selection teams to drive appointment of the best talent for roles. This is not a new concept, but an opportunity to advance our thinking and actions and to emphasize expectations. Chevron's goal is to promote diversity of perspectives and help check against potential unconscious biases, such as similarity biases which can detract from a more holistic and comprehensive view of talent. While this may require incremental time and effort initially, as an efficient process develops, it will accelerate our ability to optimize our workforce.



employee spotlight

Fatima Haidour
Ombuds,
EEMEA region

With experience across many Chevron locations and business units in HR and TR roles, Fatima Haidour has recently joined Chevron's Global Office of Ombuds, based in our London office, supporting our Europe, Eurasia, Middle East and Africa locations.

(Continued on next page ...)

managing talent and investing in people

'In my new role, I provide employees with support in addressing any of their work-related concerns in alignment with the International Ombudsman Association's (IOA) Code of Ethics of Independence, Confidentiality, Neutrality, Informality and Impartiality. 'My primary goal is to ensure that employees have a neutral, impartial space, in which to share and discuss any concerns, whilst helping identify suitable paths to ensure they are resolved'.



employee spotlight

Debbie Walker
Carbon & Energy
Technology Engineer

Q: Tell us about your role?

I'm an Energy Technology Engineer working in the Carbon and Energy Technology Chapter within our Facilities Engineering function. Our team supports Chevron's business units to develop lower carbon strategies. I'm a PhD atmospheric scientist and deeply passionate about developing a lower carbon energy future; so, it's both rewarding and an honour to be at the forefront of supporting Chevron in its higher returns, lower carbon journey.

Q: Diversity and Inclusion is one of Chevron's core values and is part of The Chevron Way. How important is diversity to you and how does it align with your own values?

Diversity and Inclusion are hugely important to me. In science, history tells us of the value which can be gained from collaboration by a diverse range of disciplines and opinions. Climate change presents a unique opportunity; it is a global issue that spans technology, industry, society, culture ... and the world needs teams which take a diverse, integrated and multifaceted approach to tackling it.

Q: Do you feel empowered to be your whole self at work?

I do now, yes, but this isn't something that came easily early in my career. Working in a male-dominated industry, I think women tend to sit back and hold our thoughts in order not to appear pushy or challenging. I spent a lot of my early career before Chevron prioritising being viewed as a 'nice girl', which often meant not speaking up when I wanted to. With experience, and the Chevron culture, my confidence has grown. In fact, now more than ever I realise it is my job to speak up; I am being sought out for my opinion. It is both refreshing and empowering.

