

Gender pay gap report 2025.

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wood.



Wood is a global leader in consulting, engineering and operations for the energy and materials sectors. With 33,000 people in around 50 countries, Wood supports clients across the full asset lifecycle, delivering safe, predictable outcomes while enabling resilient operations and a lower-carbon future. Wood forms the Energy & Materials pillar of Sidara - a global partnership uniting leading multidisciplinary engineering, design, and project management companies.

Summary

Wood is a people business, and our people will always be our differentiator. We are committed to providing transparent, internally fair and externally competitive reward for our people in return for the work they do, whilst ensuring that we are responsible with our spend on reward. Our priority is to ensure our people feel secure, are rewarded competitively, and treated fairly and inclusively.

We are committed to building an inclusive culture. Our focus on diversity and inclusion (D&I) aims to make Wood a great place to work, where all our people feel respected and empowered to succeed. We continue to focus on providing equal growth and development opportunities for all our employees and putting in place measures to monitor key demographic data that allows us to set targets to improve representation in key areas.

Introduction

This report details the gender pay gap reporting requirements in the United Kingdom covered under the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017. The regulations require companies with 250 or more employees to publish information on their gender pay gap.

In line with our commitment to transparent reward, Wood has reported all UK employing entities covered by the regulations, including those with fewer than 250 employees, to provide a consistent and representative view of the UK workforce year-on-year as at the snapshot date of 5 April 2025.

The markets in which Wood operates attract a significantly higher percentage of males due to the predominantly technical focus of the roles in office, site and offshore locations. We continue to focus on improving gender balance in senior leadership roles. Representation is tracked over time, and our focus remains on delivering sustained progress through targeted actions and leadership accountability.

Between 2024 and 2025, our mean Gender Pay Gap (GPG) for hourly rate of pay increased from 24.5% to 25.9%, and our mean bonus pay gap increased from 29.0% to 41.2%. Year-on-year comparison continues to be influenced by organisational changes, the structure of employing entities, and the timing and distribution of bonus outcomes across employee groups, as well as the operation of salary sacrifice benefits and other pay arrangements. In 2025, bonus outcomes were lower than in the prior year, reflecting overall business performance. This reduction in bonus values has contributed to an increase in the mean bonus gap. However, we remain confident that our pay practices are free from bias and that any gap reflects the gender distribution across roles rather than an equal pay issue.

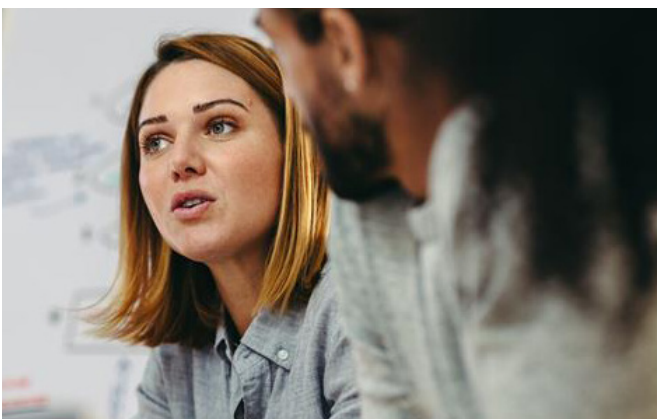
Our commitment aims to increase the number of female leaders in senior leadership and technical positions at Wood through continuing to work towards a gender balance of 40% female representation in leadership by 2030, expanding our employee networks, empowering leadership teams to implement action plans to drive sustainable and inclusive change and continuing our focus on balanced intake at the early career stage.

Accuracy statement

I confirm the gender pay gap data contained in this report is accurate and has been produced in accordance with the regulations.

Catherine Liebnitz

Catherine Liebnitz
Chief Human Resources Officer, Wood



Reporting requirements

The regulations require reporting on pay and bonuses by employing entity as follows:

- The mean gender pay gap – the difference between the average gross hourly pay for male and female employees.
- The median gender pay gap – the difference between the median gross hourly pay for male and female employees.
- Proportion of male and female employees in each quartile of the overall salary range.
- The mean bonus pay gap – the difference between the average annual bonus payments received by male and female employees.
- The median bonus pay gap – the difference between the median annual bonus payments received by male and female employees.
- Proportion of male and female employees receiving bonuses in the 12 months before the snapshot date.

Results are published on the UK Government website, categorised by industry sector, and are held on the company website for a minimum period of three years.

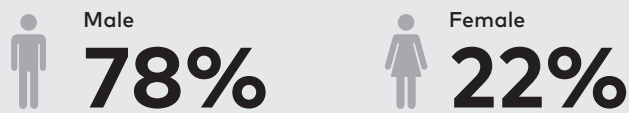
Gender pay gap results



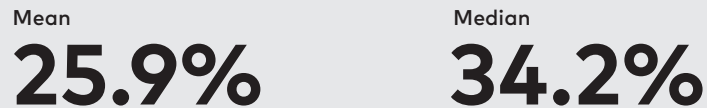
Employees at snapshot date:

5,114

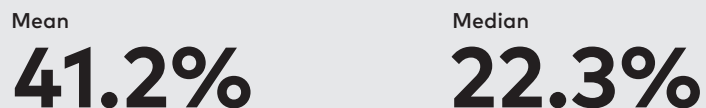
Gender balance



Hourly pay gap



Bonus pay gap



Bonus proportion receiving





Understanding our data

It is well reported that the reasons behind the Gender Pay Gap (GPG) are complex. As in previous years we undertook extensive analysis of the results to understand any gap and continue to be confident that pay is free from bias. Wood is heavily influenced by having a higher percentage of males in leadership, technical and site-based roles than females. Our strategy around diversity and inclusion and the measures already being taken to address the gap are designed to have a longer-term impact on reducing any real pay gap between the pay of males and females.

Key changes for 2025 reporting

In 2025, the mean Gender Pay Gap (GPG) for hourly rate of pay is 25.9%, and the mean bonus pay gap is 41.2%.

The median GPG for hourly rate of pay is 34.2%, and the median bonus pay gap is 22.3%.

Compared with 2024, the mean hourly gender pay gap increased by 1.4 percentage points, while the mean bonus pay gap increased by 12.2 percentage points.

Female representation remained consistent at 22% across our UK workforce.

Gender Pay Gap

The pay gap is driven by the types of roles Wood offers and the markets in which we operate. We are confident that any gap relates to the gender distribution across occupations, particularly where there are proportionally more male employees occupying senior and more highly paid positions, and it is not because of an underlying gender pay issue.

In April 2025, a significant proportion of our workforce undertook site rotation work, which includes a broad variety of pay structures, additional pay premiums and working patterns typical of operational and engineering roles historically filled by males in our industry.

Government regulations require the gender pay gap to be calculated after salary sacrifice deductions. At Wood we offer salary sacrifice arrangements for employee pension contributions and flexible benefits for office-based employees. As a result, employees with identical salaries who select different benefit offerings or pension contribution levels may have different hourly rates of pay under the reporting calculations.

Bonus Pay Gap

Wood operates a range of bonus plans which are tailored to different groups of employees, each with a different purpose.

The Annual Bonus Plan, aimed at senior employees critical to future success and who are in a position that can materially influence the success of Wood, is the main plan applied consistently across the business with eligibility generally aligned to role level and business requirements.

Other types of bonus plans included in the reporting which are monitored to ensure they are free from bias include:

- client specific performance bonuses
- senior leader long-term incentive plans
- employee share plans
- spot recognition awards
- long service awards and retention awards.



Addressing the gap

At Wood, we recognise that an engaged, diverse and inclusive employee culture is essential to empowering our people to deliver global change.

The energy industry will play a central and critical role in the transition to a net zero workforce. However, women only make up approximately 23% of the global oil and gas workforce, highlighting the broader industry challenge.

Wood's strategy centres on designing the future, and it takes diversity of thoughts, experiences and skills to deliver sustainable solutions to the world's most complex challenges.

We remain committed to achieving 40% female representation in leadership positions by 2030 as one of several key strategic growth metrics.

Attracting and developing women

We continue to shine a spotlight on diversity, inclusion, belonging and talent, whilst ensuring our policies, recruitment and reward frameworks are free from bias.

Actions include:

- Attracting and retaining talent from the full spectrum of the global talent pool
- Monitoring recruitment processes to ensure inclusive language and diverse candidate slates
- Ensuring equal opportunities for growth and development for all our people
- Driving representation of women and under-represented groups across our graduate intake
- Supporting partnerships that promote STEM careers for women and girls
- Our Women's networks (Women of Wood) have delivered events and campaigns across the globe to support, celebrate and promote females in the industry.

Retaining women

We continue to analyse diversity data through our HR systems to inform decision-making across the business.

We regularly review policies to ensure they remain inclusive and our flexible working policy provides support for employees balancing work commitments with family and caring responsibilities.

Pay Equity

Transparency of pay is one of the key principles of our reward framework.

Line managers review pay against salary bands specific to job level, function and country of work to ensure fair pay practices and remove potential bias in pay decisions.

Managers are accountable for ensuring fair pay practices and engaging in open dialogue with employees about pay.

Flexible and hybrid working

Our Flexible Working Policy continues to enhance our ability to offer all employees the opportunity to adopt hybrid working patterns, enabling a better work-life balance.

Overall reporting by entity

PSJ Fabrications Ltd

Headcount

38

Headcount %

1%

Gender split
(as at snapshot date)

Male	Female
89%	11%

Hourly rate:

	% gap
Mean	19.0%
Median	9.0%

Bonus:

	% gap
Mean	34.4%
Median	0.0%

Bonus proportion in receipt %

Male	Female
14.7%	25.0%

Wood Group UK Ltd

Headcount

4,820

Headcount %

94%

Gender split
(as at snapshot date)

Male	Female
78%	22%

Hourly rate:

	% gap
Mean	25.9%
Median	33.8%

Bonus:

	% gap
Mean	41.8%
Median	20.0%

Bonus proportion in receipt %

Male	Female
34.3%	29.5%

Wood Transmission and Distribution Limited

Headcount

256

Headcount %

5%

Gender split
(as at snapshot date)

Male	Female
84%	16%

Hourly rate:

	% gap
Mean	37.6%
Median	42.2%

Bonus:

	% gap
Mean	75.2%
Median	73.3%

Bonus proportion in receipt %

Male	Female
36.7%	22.0%

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