



Gender Pay Gap Report 2023

SLB UK

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Gender Diversity

Globally as of December 31, 2023, salaried women comprised



24.6%

SLB global workforce



24.0%

UK workforce

22.7%

Women in management positions, global

24.1%

Women in management positions, UK

22.7%

Women in top management positions, global

26.9%

Women in top management positions, UK

Gender pay gap vs. equal pay

The gender pay gap measures the difference in average hourly earnings between women and men in an organisation, regardless of their roles. It gives an indication of the positions women hold in the company.

It is not the same as equal pay, which is the legal requirement to pay men and women the same salary for performing comparable jobs.

SLB takes equal pay very seriously and employs dedicated compensation teams to ensure that salaries for all employees are fair and consistent.

At the heart of gender balance is a culture of inclusion

In SLB UK, we're pleased to see a positive trend in the proportion of salaried female vs. male employees (24% in 2023 vs. 22.4% in 2022).

This demonstrates our continuing commitment to strive for gender balance across the company through increased recruiting of women, fair and consistent career development, and further developing our culture of inclusion.

Our ongoing focus is to improve the representation of women at all levels of the business. In 2023, our UK gender pay results showed a slight increase in our overall UK mean and medium pay gaps (9.5% to 9.9% and 12.6% to 13.3% respectively), which primarily was driven by our two manufacturing and product-based entities.

At the same time, we continued to see progress in our largest UK employing entity, Schlumberger Oilfield UK Ltd, where the mean and median pay gaps were reduced from 6.7% to 6.5% and 9.6% to 9.3%.

Improving the attractiveness of our industry to women is the essential first step, but retention is just as important. In SLB, we have numerous measures in place to help women succeed and thrive in our workplace.

One source is our well-established employee resource group, Connect Women, which provides a platform for employees of all genders to collaborate, exchange ideas, promote gender equality, and support career progression in SLB.

Feedback from groups like this helps the company know what employees need to best support them. Based on recent input, SLB introduced a broader parental leave policy, which we expect to result in higher take-up of family leave. Establishing global standards will help us continue to identify areas of focus and to accelerate progress in our journey.

Our goal to improve gender balance across the company is focused on improved female recruiting and retention. This includes providing excellent career development opportunities and continuing to build on our culture of inclusion.

Toward these goals, in SLB UK, we participated in several STEM diversity events, sponsored university scholarships, and piloted a global female mentoring programme for

developing leadership skills. These efforts to increase diversity in STEM fields align with our interim milestone of our salaried workforce comprising 30% women by 2030.

At the heart of our efforts to improve gender balance is the SLB commitment to an inclusive culture throughout the company. Only through contributions from a diverse, engaged workforce can we continue to lead the industry in technological innovation and support the global energy transition.



Robert Fox
UK Managing Director,
SLB
March 2024

As of 5 April 2023

- The mean gender pay gap for all consolidated SLB entities in the UK was 9.9% and the median was 13.3%.
- The mean gender bonus gap was 14.2% and the median was 38.9%.
- The 'Gender Pay Gap Figures by UK Legal Entity' table on page 7 shows the gender pay gap data for the three legal entities that employed more than 250 employees.

Mean vs. Median

Mean is the average, derived from the sum of the numbers divided by the quantity of numbers. Median is the middle number in the sequence of numbers, listed from lowest to highest.

→ Total UK head count included in the calculations: 3,787

Overall SLB UK results

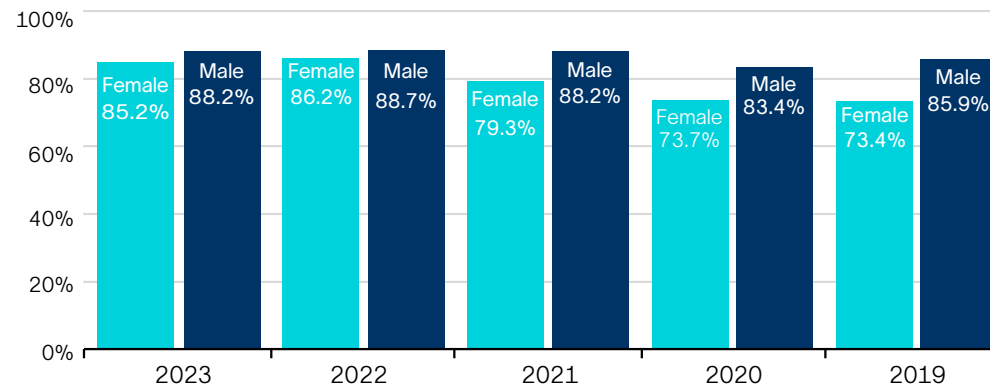
The combined numbers of the eight legal entities of SLB UK provide a consolidated view of the gender pay gap.

	2023		2022		2021		2020 [†]		2019	
	Mean	Median	Mean	Median	Mean	Median	Mean	Median	Mean	Median
Gender pay gap	9.9%	13.3%	9.5%	12.6%	9.5%	14.1%	20.1%	19.6%	16.6%	18.2%
Gender bonus gap	14.2%	38.9%	13.4%	43.6%	24.5%	32.5%	37.5%	39.5%	40.3%	43.3%

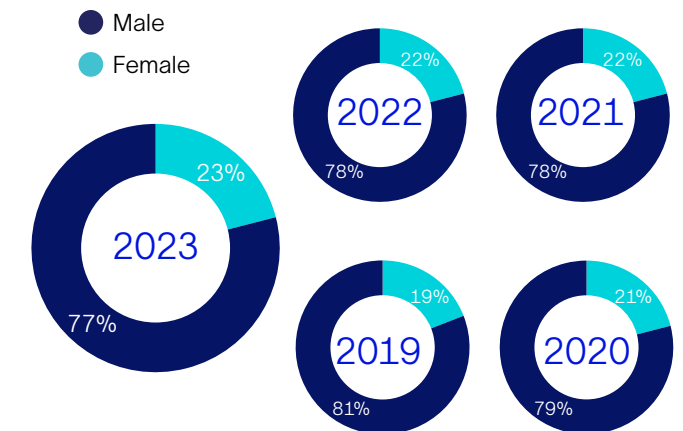
Proportion of employees in pay quartiles

	2023		2022		2021		2020 [†]		2019	
	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male
Quartile D (highest)	16.9%	83.1%	17.5%	82.5%	17.3%	82.7%	9.2%	90.8%	13.0%	87.0%
Quartile C	21.1%	78.9%	18.1%	81.9%	16.0%	84.0%	14.5%	85.5%	16.3%	83.7%
Quartile B	22.8%	77.2%	21.6%	78.4%	21.5%	78.5%	18.7%	81.3%	19.6%	80.4%
Quartile A (lowest)	30.2%	69.8%	30.2%	69.8%	30.4%	69.6%	25.8%	74.2%	27.4%	72.6%

Proportion of employees who received a bonus



Composition of female vs. male



[†]2020 figures exclude employees who took part in a voluntary unpaid leave programme. Refer to the 'Schlumberger UK Gender Pay Gap Report 2020' for further details.

Achieving gender balance is an important part of the SLB diversity, equity, and inclusion strategy.

→ Globally, women occupy 22.7% of the SLB management positions and in SLB UK this sits even higher at 24.1%.



While the energy sector continues to be male dominated, we are continuously improving gender balance in SLB, providing better access to opportunities for women across our field operations, technology, business, and management roles.

In 2023, in SLB UK, women comprised 17.8% of all new hires and 26% of salaried new hires. Globally, female representation in our total workforce continues to grow year on year and in 2023 was at 20.9% vs. 18.4% in 2022. For the UK, this was at 21.9% in December 2023.

Our interim milestone is to have women represent 25% of our global salaried employees by 2025 and 30% by 2030. At year-end 2023, women already comprised 24.6% of the global salaried workforce and 30% of the SLB executive leadership team. The SLB UK salaried workforce is similar, at 24%.

Our ongoing aim is to increase representation of women at all levels, particularly in management positions. Globally, women occupy 22.7% of the SLB management positions and in SLB UK this sits even higher at 24.1%. In the UK, the highest percentage of women (26.9%) continue to hold the top management roles.



In SLB UK, women comprised 17.8% of all new hires and 26% of salaried new hires.

The energy sector, and SLB, continue to be challenged by the historic imbalance of women in the industry.

Women are consequently less represented in field, maintenance, and manufacturing roles, which has a direct impact on the gender pay gap.

In SLB, this imbalance means that men tend to hold the majority of field positions, where a high proportion of variable pay is included in both the pay and bonus calculations.

It also affects the average levels of experience in the company as our compensation practice of paying salary increments over time means that people with longer tenure typically have higher pay for similar roles.

In addition, our culture of promotion from within contributes to the international mobility of our employees, leading to frequent movement in and outside the UK. This dynamic aspect of the population from year to year impacts our pay and bonus gaps.

During 2023, we continued to identify programmes and initiatives aimed at supporting a diverse workforce.

These include modernising our technical community career path and piloting a programme for women who are returning to work after a career break.

Our goal is to improve gender balance across the company through improved female hiring, better retention strategies such as career development, and promoting a culture of inclusion.

Recruiting female talent

An increase in female fresh-out hiring, along with our long-held HR principle of promoting from within based on merit, will drive success. In the UK in 2023, nearly 23.5% of our fresh-out new hires were women.

Currently, only around 22% of female graduates in the UK have the engineering degrees we target, so there is a lot of competition for female talent. To engage with potential new hires, we support numerous events at UK universities. Female role models from the company provide career inspiration to young women and demonstrate the variety of opportunities available in SLB.

New hires quickly discover that our Diversity and Inclusion strategy is fully incorporated into the onboarding training programme. This helps us eliminate bias from day one and sets the standard for respect and inclusion in the workplace that many new hires now expect and support.

Improving gender balance among experienced professional hires is also a focus. In 2023 in the UK, women comprised 22.9% of this category. The HR team supports the employee referral programme and ensures that every female referral is fairly considered for relevant opportunities in the organisation.

Career development in a technology company

To retain female talent, SLB has a multifaceted approach. We have a renowned technical career programme called SLB Eureka Technical Careers (SETC), which recognises and supports exceptional technical experts. To ensure that talented women in the workforce scale the technical career ladder as rapidly as their male peers, SLB did a deep dive to identify any potential obstacles. As a result, changes were made that resulted in a marked increase in the number of female SETC promotions in the UK throughout 2023.

- Technical leadership is key to SLB's successful navigation of the energy transition. To maximize the diversity of ideas and perspectives in developing our technology products and solutions, it is essential that women progress through SETC at the same pace as their male counterparts.
- Gender balance in the Technology organization has steadily improved over the past years. This increase is mostly through organic growth in the number of fresh-out female hires. The focus has now expanded to ensure that the success in hiring women in STEM careers translates into sustainable career growth.
- To increase the number of women at management levels, we are evaluating our talent development process, including how to better manage dual-career employees who are mobile workers. Through our partnership with Permits Foundation, we understand that a key requirement for women moving overseas was the ability of their partner to work in the host country. This would have a large effect on their decision to accept a role. SLB will continue to support Permits Foundation advocacy work, which helps our employees to further their careers internationally with their partners and families.



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Jacqui

Centre Manufacturing
Manager, UK
Technology Centre

Since my first leadership position in SLB, driving gender diversity in my teams has been a natural result of the company culture and expectations, and just made sense. For me, this approach expanded to building exceptional teams with an even broader diversity – pulling from different backgrounds and experiences.

When I was invited to bring my 20+ years of experience in SLB to the internal "Women in Technology" event, I could not have imagined what a benefit this would be to me personally, and to my role. I left inspired by the incredible people I explored ideas with, and secure in the knowledge that I had expanded my network with meaningful connections that I will be leveraging throughout my career."



Ensuring inclusion in the workplace

SLB is committed to ensuring that women in our workplace feel included, supported, and empowered to reach their potential. Each SLB location has its own D&I action plan, customised for its population. An Inclusion Index is used to measure key elements of inclusion through our annual employee engagement survey.

Progress is accelerated through internal employee resource groups such as **Connect Women**. Established in 2007, this group provides a platform for employees of all genders to collaborate, exchange ideas, promote gender equality, and support career progression in SLB. Connect Women is partnered with the Men for Change network, whose goal is to inspire men to become advocates and allies of gender diversity and inclusion.

- UK initiatives have included the launch of a female mentoring program called **Women Inspiring Supporting Empowering (WISE)** at our London office. The objective of WISE is to develop leadership skills in an inclusive environment for the benefit of all.
- We also offer immersive workshop-style training for all managers to equip them with practical tools and strategies to become change advocates, driving gender equality initiatives in their teams and organisations.

Promoting the changemakers

As part of the company's commitment to supporting diverse and inclusive leadership in the energy sector, SLB women actively participate in industry events, serving as changemakers to accelerate progress. Female executives have been featured speakers at several recent major conferences.

- SLB employees were also among honorees in a **2024 Influential Women in Energy*** report and were recognised among the **Agents of Change in Energy** as a driving force in shaping the future of the energy sector.
- SLB was included in a **2024 Greatest Workplaces for Women ranking** and shortlisted for a **Transparency Award***, underscoring the company's ongoing commitment to diversity and inclusion.

SLB's gender balance initiatives are aligned with the United Nations Sustainable Development Goals #5 and #10



*The 2024 reports used 2023 data



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Maisa

**Digital Controller,
Technology
Development, London**

The WISE mentoring programme made a big difference to me because it gave me the reassurance that SLB cares about its people.

The main attraction in the programme for me is the mentoring circles, which are free career consultation sessions and a chance to get inspired, supported, and empowered by other SLB women and men.

	Schlumberger Oilfield UK Ltd	
	Mean	Median
Gender pay gap	6.5%	9.3%
Gender bonus gap	6.1%	28.4%
Proportion of employees in pay quartiles	Female	Male
Quartile D (highest)	21.2%	78.8%
Quartile C	23.4%	76.6%
Quartile B	24.2%	75.8%
Quartile A (lowest)	29.5%	70.5%
Proportion of employees who received a bonus	Female	Male
	84.1%	88.5%
Total headcount (M+F)	2,428	
Proportion female	25%	

	Cameron Flow Control	
	Mean	Median
Gender pay gap	29.8%	26.6%
Gender bonus gap	70.0%	73.6%
Proportion of employees in pay quartiles	Female	Male
Quartile D (highest)	1.6%	98.4%
Quartile C	14.1%	85.9%
Quartile B	23.8%	76.2%
Quartile A (lowest)	35.9%	64.1%
Proportion of employees who received a bonus	Female	Male
	93.9%	88.9%
Total headcount (M+F)	256	
Proportion female	19%	

	One Subsea	
	Mean	Median
Gender pay gap	35.2%	25.8%
Gender bonus gap	70.2%	71.0%
Proportion of employees in pay quartiles	Female	Male
Quartile D (highest)	2.3%	97.7%
Quartile C	10.2%	89.8%
Quartile B	16.4%	83.6%
Quartile A (lowest)	32.0%	68.0%
Proportion of employees who received a bonus	Female	Male
	87.2%	88.2%
Total headcount (M+F)	712	
Proportion female	15%	



SLB UK Gender Pay Gap Report 2023

On behalf of Schlumberger Oilfield UK Limited:



Robert Fox

On behalf of Cameron Flow Control Technology (UK) Limited:



Christopher Walker

On behalf of OneSubsea (UK) Limited



Simon McCloud

Accuracy of the data

We confirm that the data in this statement is accurate and that calculations have been done in accordance with The Equality Act 2010 (Gender Pay Gap Information) Regulations 2017 and Government guidance.

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