

# Equinor UK Limited Gender Pay Gap report 2025

At Equinor UK, our purpose - Energy for people. Progress for society. Searching for better - guides everything we do. Our values shape our direction, inform our decisions, and define how we engage with one another. Central to our mission is a commitment to diversity, inclusion, and integrity. We actively encourage new perspectives, raise ethical questions, and hold ourselves accountable to the highest standards.

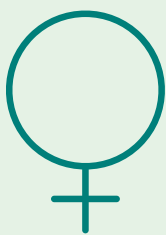
Workforce diversity and pay equity are key areas of focus. We acknowledge the gender pay gap within our organisation and are committed to addressing it. We recognise that meaningful change in the energy sector begins with transparency and accountability.

In line with UK legislation, employers with 250 or more employees are required to publish data on their gender pay gap. This report outlines the average pay differences between male and female employees. By openly sharing this data, we reaffirm our commitment to progress and to creating a more equitable workplace for all.

## Equinor UK Limited gender pay gap

Our mean gender pay gap remains at 2%, showing no change from 2024. The median gender pay gap is -5%, reflecting an improvement from -9% last year. Analysis of pay quartiles indicates that the highest proportion of women continues to be in the upper-middle quartile, a trend that has remained stable over the past two years.

The mean gender bonus gap has increased to 36% (up from 27% last year). The median gender bonus gap has reduced to -6% (from -11% last year). The disparity in mean bonus is in part attributable to differences in gender representation in roles which attract higher bonus levels, for example our commodity trading departments"



192  
Female employees

96%  
receiving a bonus



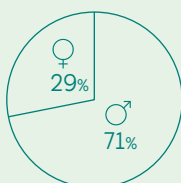
473  
Male employees

96%  
receiving a bonus

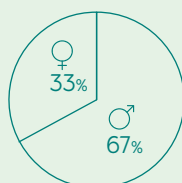
	Mean*	Median**
Gender Pay Gap	2%	-5%
Bonus Pay Gap	36%	-6%

## Gender Representation Per Quartile

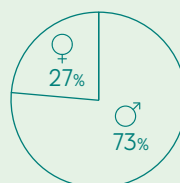
Top quartile



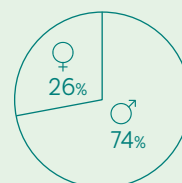
Upper middle quartile



Middle quartile



Lower quartile



\* Mean pay: a comparison of the average pay/bonus for a woman and the average pay/bonus for a man \*

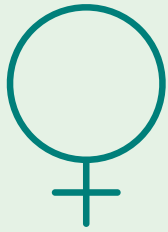
\*\* Median: a comparison of the "middle pay" for a woman of all pay/bonus amounts were sorted from low to high and the "middle" pay/bonus amounts for a man

## Equinor Production UK Limited gender pay gap

The mean gender pay gap has decreased to 12% from 14% last year, while the median gender pay gap remains unchanged at 11%. Consistent with previous years, the highest proportion of women continue to be in the lower pay quartile. However, there has been a reduction in this proportion, alongside an upward trend in female representation within the top quartile compared to last year.

The mean gender bonus gap has significantly reduced to 1%, compared to 16% last year, representing a notable improvement. The median gender bonus gap has increased to 12%, up from 10% last year.

On 1st December 2025, Equinor Production UK Ltd became Adura Energy Limited and moving forward Adura will publish the gender pay gap data across their full organisation.



81  
Female employees

93%  
receiving a bonus



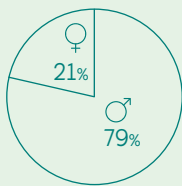
260  
Male employees

99%  
receiving a bonus

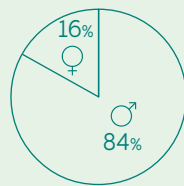
	Mean*	Median**
Gender Pay Gap	12%	11%
Bonus Pay Gap	1%	12%

## Gender Representation Per Quartile

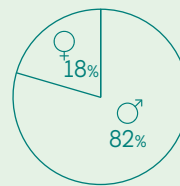
Top quartile



Upper middle quartile



Middle quartile



Lower quartile



## Way forward

Equinor has a continued commitment to reducing gender pay disparities and fostering an inclusive workplace culture. Equinor continues to offer flexible working arrangements and enhanced benefits to support employees balancing family responsibilities, reducing barriers to career progression and pay equity. We have reinforced our diversity and inclusion principles and embedded them within recruitment processes and leadership development programs to attract and advance diverse talent.

Equinor takes pride in its established Employee Resource Groups across the UK, which provide valuable insight and strengthen organisational knowledge on diversity and inclusion. These efforts are complemented by mental health initiatives and awareness campaigns marking key topics such as gender, ethnicity, LGBTQ+, mental health, and disability, reinforcing our commitment to creating a supportive and inclusive environment.

Signed by Alex Grant, Country Manager Equinor UK