

ENGIE GENDER PAY GAP REPORT 2025



Sionel
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Foreword

“The gender pay gap remains a priority for ENGIE UK across all our businesses. The report for ENGIE UK includes the shortage of women in STEM roles, this is particularly evident as majority are men and receive allowances for tasks such as operational call-outs and shift work. Our progress and the actions we are taking is to close the gaps. As part of our strategy, ENGIE UK remains committed to embedding diversity and inclusion strategy in our workforce as well as addressing the gender pay gap.”

JAY CHOWDHURY

Chief HR Officer at
ENGIE UK



About us

WHO WE ARE

ENGIE is a global energy player with UK investments in renewable energy and storage, whilst supplying gas and electric energy to organisations of all sizes. We are committed to increasing investment in a portfolio of both flexible and responsive low carbon assets, including energy storage, wind and solar.

This year, we are set to achieve 50GW of installed renewable capacity, reaching 80GW by 2030. Globally, the ENGIE Group employs 98,000 people across 30 countries. Every year, ENGIE invests more than €10 billion to drive forward the energy transition and achieve its net-zero carbon goal by 2045.

Together, ENGIE Group's 916 employees in the UK are actively engaged in the transition to net zero carbon, through the operation of low-carbon infrastructure - and in helping business customers to reduce energy consumption, as well as green their supply. We are also shaping the future of responsible business by reconciling economic performance with a positive impact on people and the planet.

WHAT WE'RE REPORTING

In 2017, legislation came into force that required companies with more than 250 employees to publish data about their gender pay gap. We are obliged to report on ENGIE Power Limited as this is our largest employer with over 250 employees, however, we have chosen to report on all UK business units.

The following calculations have been shown:

- The median and mean gender pay gap
- The median and mean bonus gender pay gap
- The proportion of men and women receiving a bonus payment
- The proportion of men and women in each quartile pay band

Median and mean are both types of average. The median is the middle value if you place all the numbers you are looking at in order. The mean is the total of all the numbers, divided by how many numbers there are.

The quartile pay bands are calculated by putting everyone's salary in order from the highest paid to the lowest. That list is then cut into four equal parts and the percentage of men and women in each part is then shown.

The Data

DEFINED BY LEGAL ENTITY

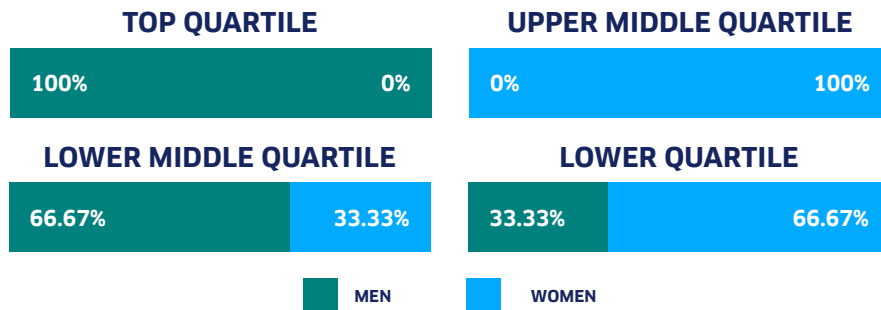
The following pages provide a deeper look into our gender pay gap. Each data set is broken down by legal entities that fall under ENGIE UK. While the numbers may vary, we remain committed to further improving the gender pay disparity within each band with initiatives that span our entire UK business.

*All employees are eligible for a bonus, but some may not have received it yet due to starting after the participation date or not meeting the bonus scheme rules.

ENGIE INTERNATIONAL FM LTD

GENDER PAY GAP <i>Women's hourly rate is...</i>		GENDER BONUS GAP <i>Women's bonus pay is...</i>		% RECEIVING BONUS	
MEAN	MEDIAN	MEAN	MEDIAN	MEAN	MEDIAN
27.09% lower	16.36% lower	65.28% lower	57% lower	100%	75%

PROPORTION OF MEN AND WOMEN IN EACH QUARTER OF THE EMPLOYER'S PAYROLL



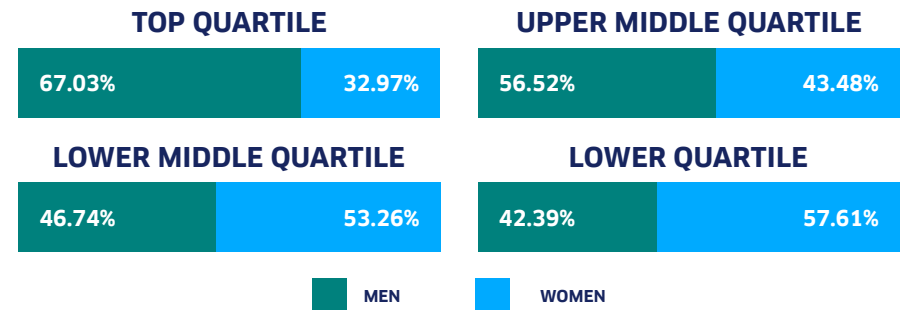
This is where our gender pay gap data falls right now – which we remain committed to improving. As the data shows, while 75% of women received a bonus over the past year, the majority remain in the lower quartile. Here are a few examples of how we intend to improve that across ENGIE UK:

- We're increasing the number of women we hire for entry-level and mid-management roles.
- We're conducting regular benchmarking to ensure salary offers align with market rates.
- We're continuing to roll out our 'People Development Strategy' to managers, highlighting the importance of development for all employees.

ENGIE POWER LTD

GENDER PAY GAP <i>Women's hourly rate is...</i>		GENDER BONUS GAP <i>Women's bonus pay is...</i>		% RECEIVING BONUS	
MEAN	MEDIAN	MEAN	MEDIAN	MEAN	MEDIAN
14.44% lower	17.94% lower	47.14% lower	10.85% lower	93.03%	94.02%

PROPORTION OF MEN AND WOMEN IN EACH QUARTER OF THE EMPLOYER'S PAYROLL



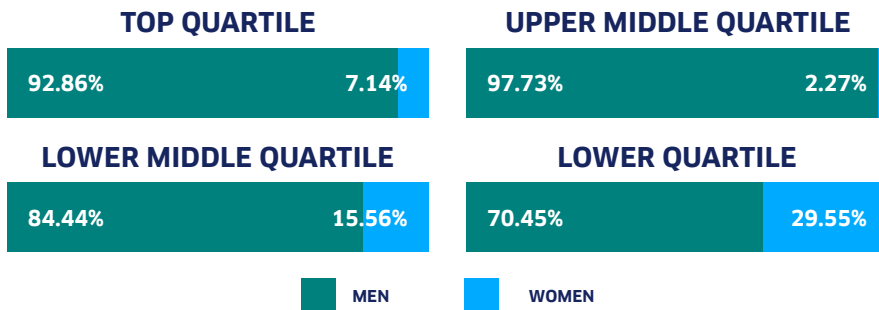
The data tells us there is a gender imbalance when it comes to pay and bonus distribution. While a high percentage of both men and women receive bonuses, the amounts differ significantly. Here are a few ENGIE UK-wide initiatives helping how we plan to change this:

- We're reviewing salary proposals to address unintended gender-based disparities.
- We're strengthening our policies to ensure equitable progression opportunities for all female employees.
- We're setting internal targets for gender-balanced shortlists in recruitment processes.

FIRST HYDRO COMPANY

GENDER PAY GAP <i>Women's hourly rate is...</i>		GENDER BONUS GAP <i>Women's bonus pay is...</i>		% RECEIVING BONUS	
MEAN	MEDIAN	MEAN	MEDIAN	MEAN	MEDIAN
22.55% lower	27.01% lower	10.84% lower	28.07% lower	95.42%	87.5%

PROPORTION OF MEN AND WOMEN IN EACH QUARTER OF THE EMPLOYER'S PAYROLL



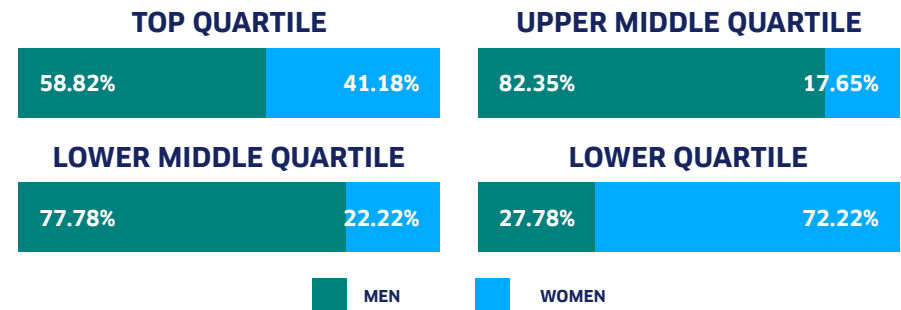
These numbers provide a current snapshot of our gender pay gap, which we're working to address. While the data shows that only 7.14% of women are in the highest-paying positions, here are some of the ENGIE UK strategies helping to address this:

- We're introducing diverse interview panels to mitigate unconscious bias.
- We're expanding outreach to female candidates in underrepresented fields through targeted campaigns.
- We're providing the opportunity for women to partake in development programmes that are dedicated to senior leadership progression.

ENGIE IMPACT UK LTD

GENDER PAY GAP <i>Women's hourly rate is...</i>		GENDER BONUS GAP <i>Women's bonus pay is...</i>		% RECEIVING BONUS	
MEAN	MEDIAN	MEAN	MEDIAN	MEAN	MEDIAN
8.86% lower	27.91% lower	N/A due to bonus being paid by previous employers before TUPE to ENGIE UK on 1st April 2024.			

PROPORTION OF MEN AND WOMEN IN EACH QUARTER OF THE EMPLOYER'S PAYROLL



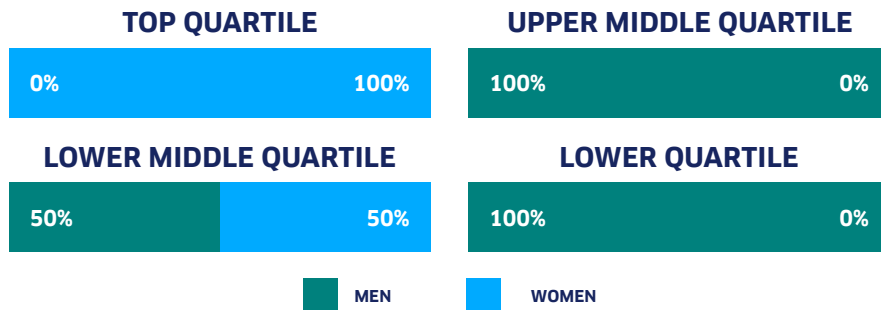
These insights look into our gender pay gap analysis. While the data reveals that there's only a slight imbalance between men and women among the top quartiles, we know there's more to be done to balance representation across the board. Here's what we're doing across ENGIE UK to progress this further:

- We're actively engaging in women-focused events to encourage more applicants.
- We're training hiring managers on fair and transparent salary negotiations to mitigate gender pay gaps at entry level.
- We're supporting the launch of employee networks in the UK that focus on menopause, women in STEM, working families, neurodiversity and more.

IPM ENERGY LTD

GENDER PAY GAP <i>Women's hourly rate is...</i>		GENDER BONUS GAP <i>Women's bonus pay is...</i>		% RECEIVING BONUS	
MEAN	MEDIAN	MEAN	MEDIAN	MEAN	MEDIAN
8.38% lower	11.11% higher	33.44% higher	112.01% higher	100%	100%

PROPORTION OF MEN AND WOMEN IN EACH QUARTER OF THE EMPLOYER'S PAYROLL



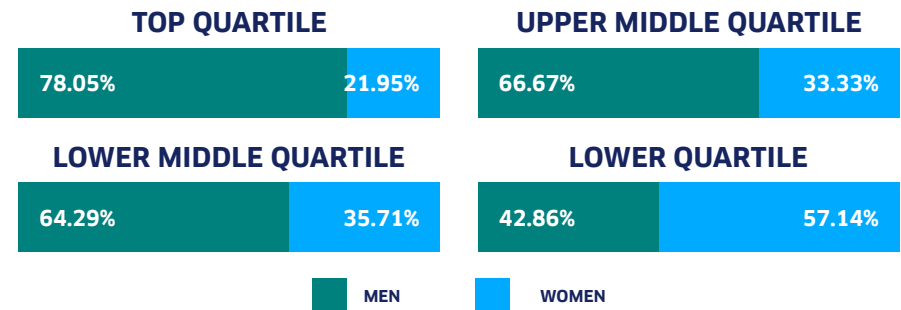
This is a positive reflection of what closing the gender gap looks like. As the distribution of women in each quartile is relatively equal to men, with 100% sitting in the top quartile while 100% of men are placed in the upper middle, followed by a 50/50 split in the lower middle quartile. Here are a few ways we plan to keep up the progress across ENGIE UK:

- We're providing the opportunity for women entering initial management roles to partake in development programmes.
- We're conducting regular benchmarking to ensure salary offers align with the market rate.
- We're maintaining our benefits provision to ensure they appeal to a diverse population, as well as reviewing existing benefits for improvements.

INTERNATIONAL POWER LTD

GENDER PAY GAP <i>Women's hourly rate is...</i>		GENDER BONUS GAP <i>Women's bonus pay is...</i>		% RECEIVING BONUS	
MEAN	MEDIAN	MEAN	MEDIAN	MEAN	MEDIAN
27.27% lower	21.68% lower	63.51% lower	64.06% lower	87.85%	79.69%

PROPORTION OF MEN AND WOMEN IN EACH QUARTER OF THE EMPLOYER'S PAYROLL



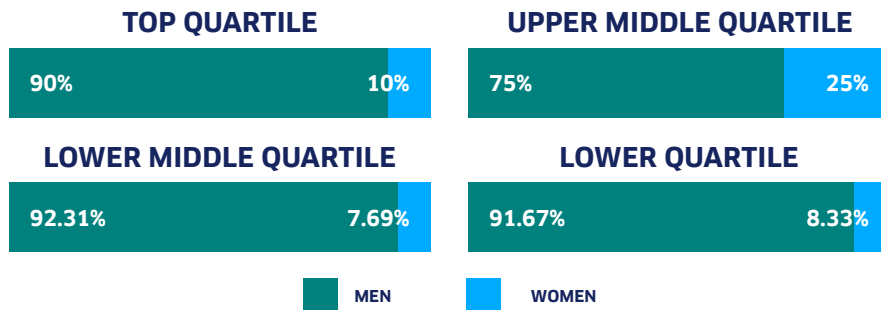
This is where our gender pay disparity currently falls – which we are dedicated to improving. While it's encouraging to see a small difference between the percentage of men and women who receive a bonus, there's plenty of work to be done to close the gap entirely. Here are a few of our ENGIE UK commitments dedicated to help continue these efforts:

- We're championing our mentoring scheme to help managers connect with experts in their fields.
- We're initiating a graduate scheme that will aim to have 50:50 gender split. Enabling more cross-functional collaboration.
- We're continuing to draw on insights gained from our internal data to develop an action plan to improve gender equality.

ENGIE RENEWABLE GASES UK LTD

GENDER PAY GAP <i>Women's hourly rate is...</i>		GENDER BONUS GAP <i>Women's bonus pay is...</i>		% RECEIVING BONUS	
MEAN	MEDIAN	MEAN	MEDIAN	MEAN	MEDIAN
15.73% lower	4.71% lower	N/A due to bonus being paid by previous employers before TUPE to ENGIE UK on 1st April 2024.			

PROPORTION OF MEN AND WOMEN IN EACH QUARTER OF THE EMPLOYER'S PAYROLL



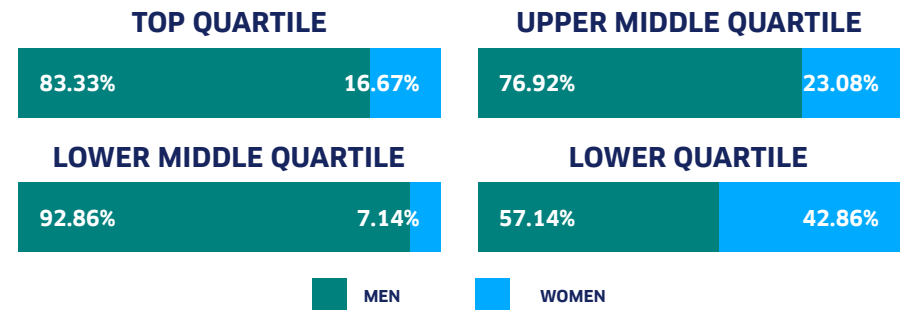
This is our current gender pay gap analysis. There's a clear gender disparity when it comes to the proportion of men and women across seniority levels, with the percentage of women falling significantly lower in every quartile. We are committed to transforming this across ENGIE UK, here's how we intend to keep this promise:

- We're setting internal targets for gender-balanced shortlists in recruitment processes.
- We're ensuring job descriptions use inclusive language and remove gender-coded wording.
- We're teaming up with local schools to build knowledge of the energy industry and skills for the future.
- We're reviewing our policies to ensure equitable progression opportunities for women employees.

STORENGY UK LTD

GENDER PAY GAP <i>Women's hourly rate is...</i>		GENDER BONUS GAP <i>Women's bonus pay is...</i>		% RECEIVING BONUS	
MEAN	MEDIAN	MEAN	MEDIAN	MEAN	MEDIAN
22.54% lower	24.74% lower	1.46% higher	42.5% higher	92.5%	100%

PROPORTION OF MEN AND WOMEN IN EACH QUARTER OF THE EMPLOYER'S PAYROLL

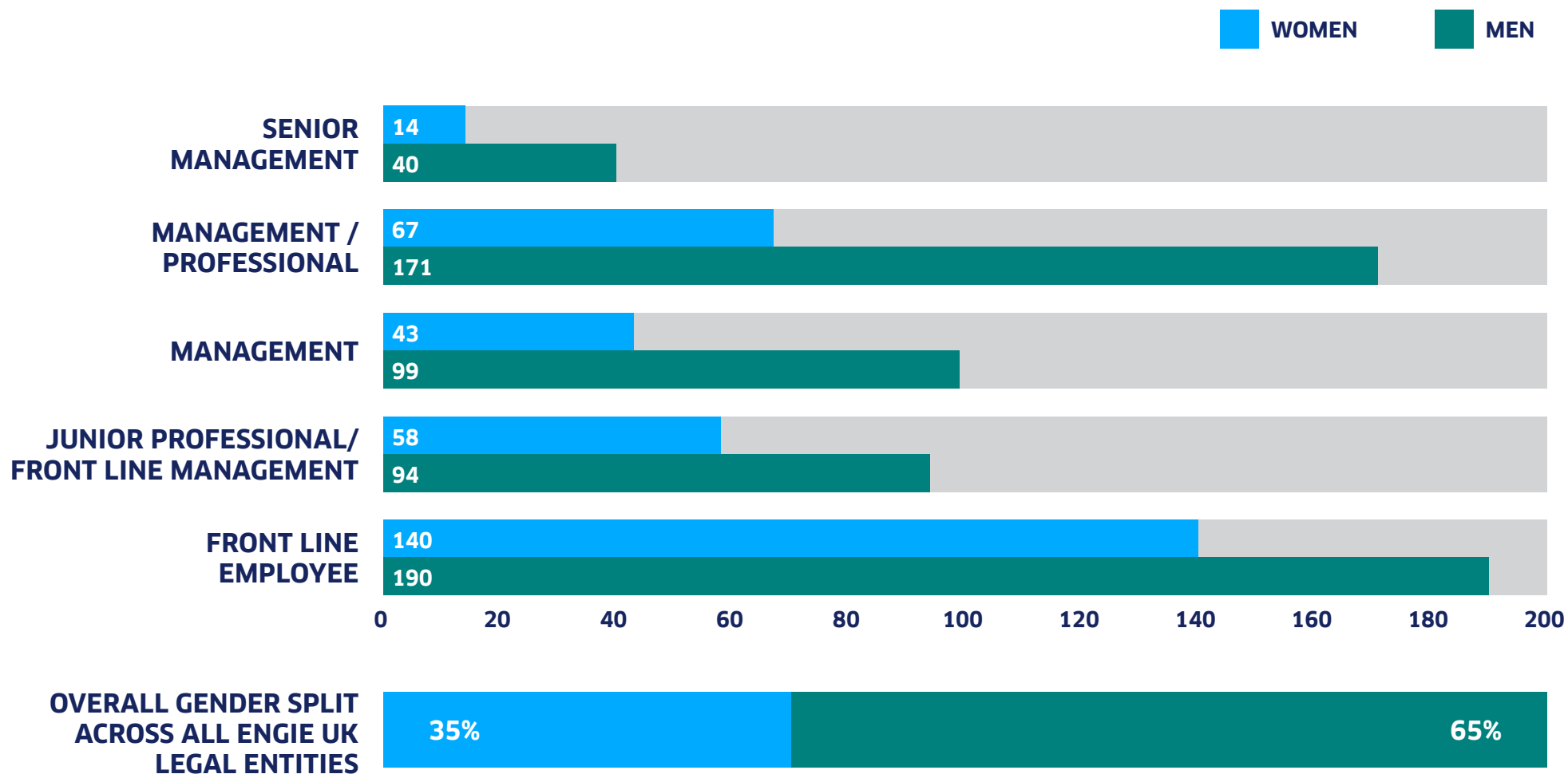


While this is what our gender pay gap currently looks like, we remain committed to changing it. The data reveals that while the bonus distribution sits in favour of women, it's evident there remains an overall pay gap. A few of our plans to further close this gap across ENGIE UK include:

- Continuing to track and assess our hiring practices to drive long-term gender diversity.
- Rolling out our 'People Development Strategy' to all managers, which highlights the importance of understanding their teams' ambitions.
- Engaging with universities to create awareness among diverse talent pools of engineering careers before they graduate.

Understanding our gender pay gap

GENDER BREAKDOWN BY TYPE OF EMPLOYEE IN ENGIE UK



While there is work to be done, we are committed to closing our gender pay gap. For us, it is not just a UK commitment, it's an ENGIE Group action which involves ongoing, internal reporting to monitor progression. Follow the rest of the report to see some of the progress we've made in addition to the next steps we're taking to close the gap further.

Our progress

At ENGIE UK, we are committed to fostering a diverse, equitable and inclusive workforce. As part of our efforts to address gender pay disparities, Talent Acquisition plays a crucial role in attracting, hiring and retaining a diverse talent pool. This section outlines our progress and commitment to supporting gender balance throughout recruitment – as well as some of the challenges we've come up against.

GENDER REPRESENTATION IN HIRING

Over the past year, we have taken active steps to improve gender diversity across all levels of the organisation. Our hiring data indicates:

- An increase in women hires, particularly in entry-level and mid-management roles.
- A steady rise in women representation within technical and engineering roles.
- Continued challenges in achieving gender parity at senior leadership levels.

RECRUITMENT STRATEGIES FOR GENDER BALANCE

To attract and retain more women talent, we have implemented several initiatives, including:

- Ensuring job descriptions use inclusive language and removes gender-coded wording.
- Introducing diverse interview panels to mitigate unconscious bias.
- Strengthening partnerships with organisations that support women in STEM and leadership.
- Actively engaging in women-focused events to encourage more

SALARY AND OFFER ANALYSIS

Ensuring pay equity at the point of hire is a priority. Key measures taken include:

- Conducting regular benchmarking to ensure salary offers align with internal pay structures and market rates.
- Reviewing salary proposals to address any unintended gender-based disparities.

INITIATIVES TO CLOSE THE GENDER PAY GAP

Talent Acquisition continues to support broader gender pay gap initiatives by:

- Encouraging flexible work arrangements at the hiring stage.
- Setting internal targets for gender-balanced shortlists in recruitment processes.

CHALLENGES AND BARRIERS IN HIRING WOMEN

Despite our progress, challenges remain in improving female representation in some business areas. These include:

- A lower number of women applicants for specialist technical and operational roles.
- A limited pipeline of senior women talent within certain departments, which impacts leadership diversity.

Despite the challenges we may face, we believe that by embedding diverse, equitable and inclusive practices into our recruitment strategies, we can better support the organisation's broader commitment to reducing the gender pay gap and foster a workplace where all employees can thrive.

The action we're taking

Looking ahead, our focus remains the same. We are committed to further improving gender balance through targeted hiring and retention strategies. See below for the action we are taking:

ATTRACTING TALENT

- Partnering with In2Science to support work experience placements for underprivileged students. Building more diverse talent pipelines.
- Initiating a UK graduate scheme that will aim to have 50:50 gender split. Enabling more cross-functional collaboration.
- Teaming up with local schools to build knowledge of the energy industry and skills for the future, for example, teaching ~900 children in Yorkshire & Lancashire about Green Gas, how it's made and the importance of renewable energy.
- Engaging with Universities by giving industry talks to create awareness among diverse talent pools before they graduate.
- Expanding outreach to women candidates in underrepresented fields through direct sourcing and targeted campaigns.
- Training hiring managers on fair and transparent salary negotiations to mitigate gender pay gaps at entry level.
- Continuing to track and assess our hiring practices to drive long-term gender diversity.

DEVELOPING TALENT

- Providing the opportunity for 15 women to partake in the Women in Utilities 'Drive' development programme – a skills programme designed specifically for women in utilities entering their initial management roles.
- As well as 5 women to partake in the Women in Utilities

development programme – a scheme for those looking for senior leadership progression.

- Focusing on the diversity of succession pools, with an emphasis on women and long-term successors.
- Continuing to roll out our 'People Development Strategy' to all managers, which highlights the importance of understanding their teams' ambitions, with a focus on development actions for all employees.
- Championing our ENGIE global mentoring scheme where managers can connect with experts in their fields to support development.
- Enhancing our ENGIE coaching programme for young talent and high potential talent.
- Utilising our apprenticeship levy funds to drive development in areas where it has been difficult to recruit and retain women talent.
- Supporting ENGIE Wo+man to lead training programmes for high potential women as well as allies.

CREATING A GREAT PLACE TO WORK

- Supporting the launch of employee networks in the UK that focus on menopause, STEM, working families, neurodiversity, women and more.
- Strengthening and reviewing our policies to ensure equitable progression opportunities for women employees.
- Maintaining our benefits provision (for example, menopause support) to ensure they appeal to a diverse population, as well as reviewing existing benefits for improvements, (for example family leave).
- Delivering training to all our employees starting with our leadership teams, to help them understand, as well as prevent discrimination, bullying and harassment.
- Continuing to draw on insights gained from our internal data to develop an action plan to improve gender equality as well as inclusivity across all areas.

Declaration

“I fully assure that the calculations, data and assertions contained in this announcement and the methodology provided in the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017 (Regulations) has been applied correctly. I confirm that ENGIE Power Limited’s gender pay gap published calculations are accurate and meet the requirements of the Regulations.”

JAY CHOWDHURY

Chief HR Officer
at ENGIE UK



