

ENGIE GENDER PAY GAP REPORT 2026





Foreword

Addressing the gender pay gap continues to be a central priority for ENGIE UK across all areas of our business.

This year's report highlights an ongoing challenge we are actively working to overcome, in particular representation of women within STEM and operational roles. As these positions often include additional payments; such as allowances for call-outs and shift pattern, any imbalance in representation can have a notable impact on overall pay outcomes.

This report outlines our current position, the progress achieved to date, and the steps we are taking to further reduce and, in time, eliminate our gender pay gap.

As part of our broader People strategy, we remain firmly committed to embedding diversity and inclusion throughout our organisation, enhancing how we attract, develop and retain talent, strengthening pathways into STEM careers, supporting progression at every level, and ensuring our policies and practices are fair, transparent and consistent.

JAY CHOWDHURY

Chief HR Officer
ENGIE UK

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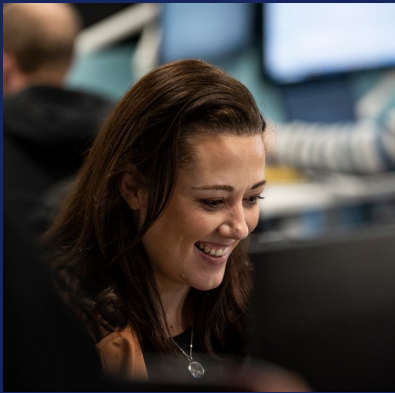
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About us

WHO WE ARE

ENGIE is a major player in the energy transition, driven by our purpose to accelerate the transition towards a carbon-neutral economy. We operate across the entire energy value chain, spanning renewable electricity and green gas production, flexibility assets, gas and electricity transmission and distribution networks, local energy infrastructure, and energy supply.

Every year, we invest an average €12 billion per year to drive the energy transition and achieve our net-zero carbon goal by 2045. For this, we employ 90,000 people in 30 countries.

In the UK, we have 1,300 employees, who supply over 17,000 business customers with electricity and gas, while supporting their decarbonisation journey. We also manage numerous renewable and flexible storage assets, including one of Europe's largest pumped-storage hydro plants. Over 20 years of UK operations, ENGIE has unlocked billions of pounds in the country's energy transition.

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 within ENGIE UK that have over 45 employees. 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.

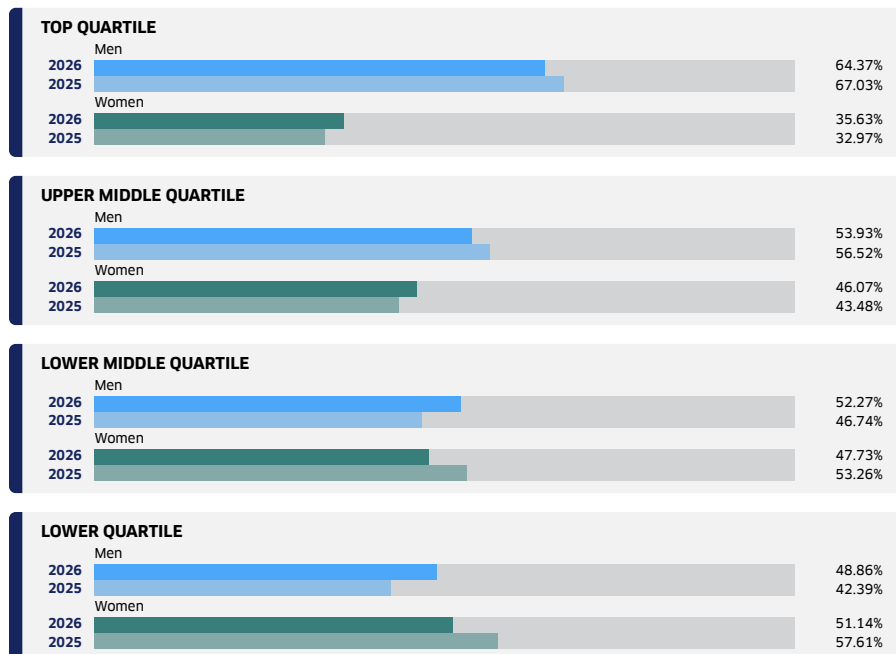
* All employees are eligible for a bonus, but some may not have received it yet due to starting after the participation date or not meeting the bonus scheme rules.



ENGIE POWER LTD

	GENDER PAY GAP Women's hourly rate is...		GENDER BONUS GAP Women's bonus pay is...		% RECEIVING BONUS	
	MEAN	MEDIAN	MEAN	MEDIAN	MEN	WOMEN
	2026	11.45% lower	12.42% lower	32.93% lower	15.32% lower	94.5%
2025	14.44% lower	17.94% lower	47.14% lower	10.85% lower	93.03%	94.02%

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

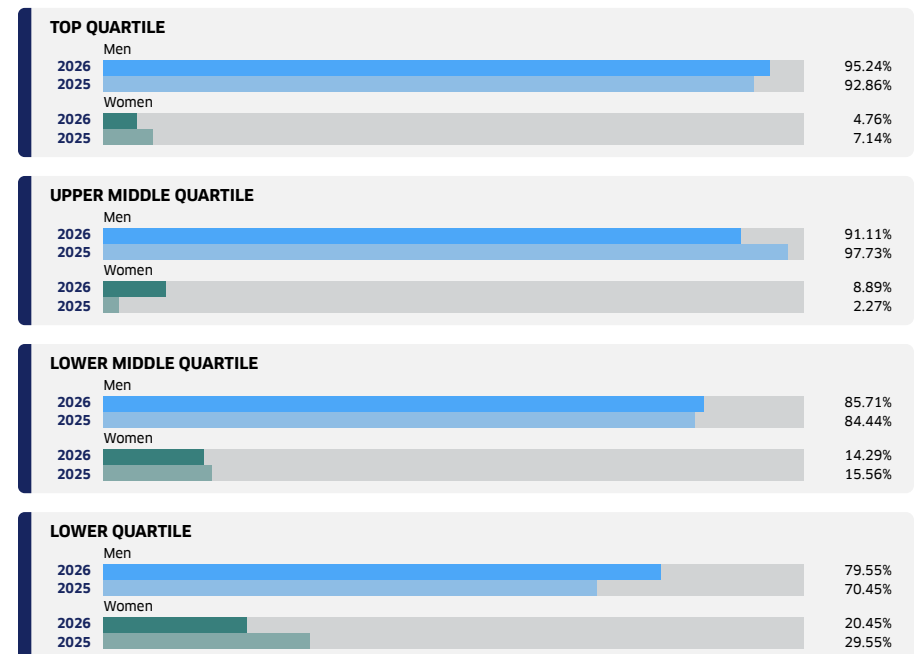


As the gap in hourly pay continues to narrow towards parity and the mean gender bonus gap decreases year on year, it is evident that we are making positive progress. This is further demonstrated by the diverse representation across the majority of pay bands. Nevertheless, a gender disparity persists. In particular, the imbalance within the upper quartile of earners highlights that further action is still required.

FIRST HYDRO COMPANY

	GENDER PAY GAP Women's hourly rate is...		GENDER BONUS GAP Women's bonus pay is...		% RECEIVING BONUS	
	MEAN	MEDIAN	MEAN	MEDIAN	MEN	WOMEN
	2026	20.71% lower	30.14% lower	7.88% lower	30.22% lower	93.67%
2025	22.55% lower	27.01% lower	10.84% lower	28.07% lower	95.42%	87.5%

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

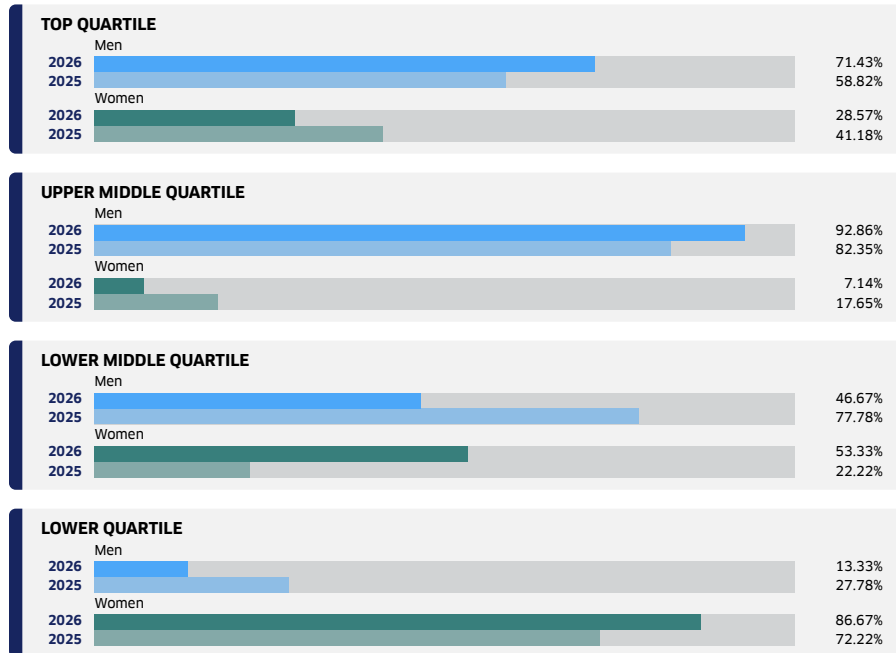


Over the past year, there has been relatively little movement in the gender pay gap across both hourly pay and bonus schemes. The data also offers a snapshot of representation at all levels, highlighting a high proportion of male employees in each quartile, although there has been some modest improvement within the lower quartile. This reinforces the need to intensify our focus on ensuring fair and equal opportunities, while continuing to foster an inclusive and supportive working environment for all.

ENGIE IMPACT UK LTD

	GENDER PAY GAP Women's hourly rate is...		GENDER BONUS GAP Women's bonus pay is...		% RECEIVING BONUS	
	MEAN	MEDIAN	MEAN	MEDIAN	MEN	WOMEN
2026	27.46% lower	39.05% lower	0.98% higher	66.23% lower	96.88%	93.33%
2025	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



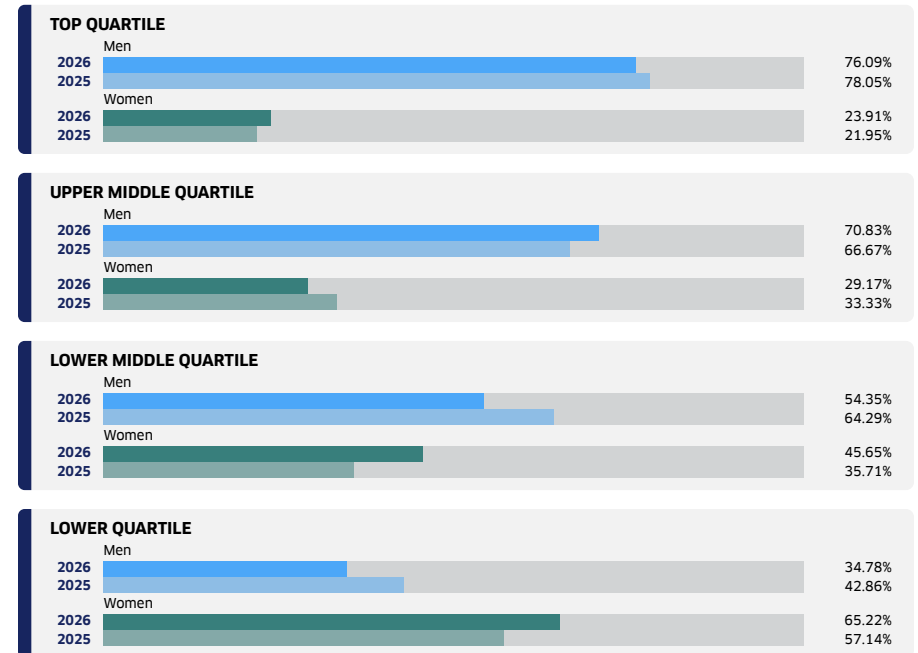
Over the past year, we have observed improved balance within the lower middle pay quartile, reflecting the progression of early-career women into more established roles. However, over the same period, the upper quartile has shifted in the opposite direction, and both the mean and median hourly pay gaps have increased. We recognise that our gender pay gap has widened. While this is partly attributable to organisational restructuring, we remain committed to taking meaningful action. Our focus remains on increasing representation at all levels and delivering sustained, long-term progress towards closing the gap.

ENGIE UK LTD

Formerly INTERNATIONAL POWER LTD

	GENDER PAY GAP Women's hourly rate is...		GENDER BONUS GAP Women's bonus pay is...		% RECEIVING BONUS	
	MEAN	MEDIAN	MEAN	MEDIAN	MEN	WOMEN
2026	23.97% lower	26.31% lower	64.27% lower	64.03% lower	88.5%	80.72%
2025	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

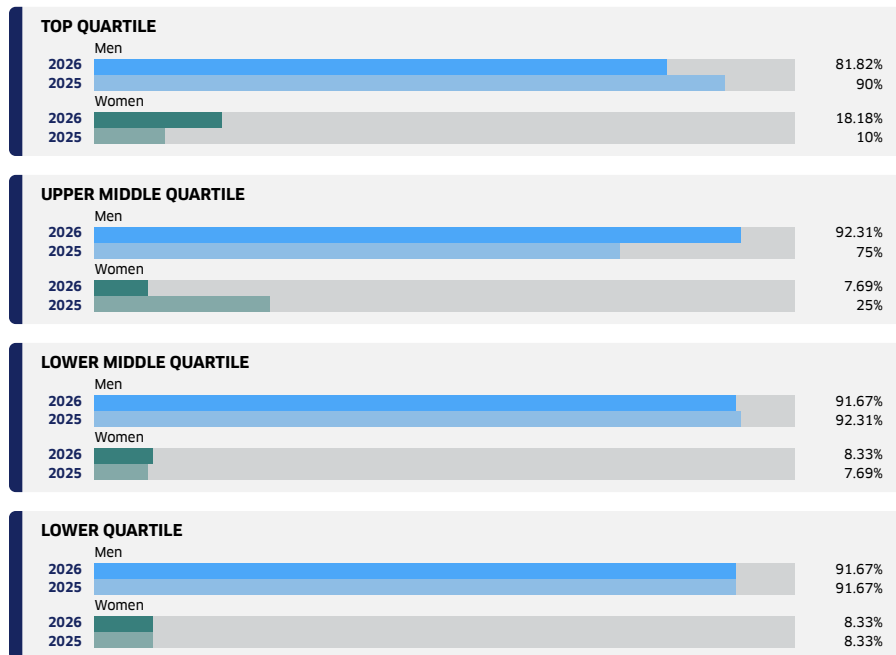


While the mean hourly pay gap decreased, the median increased, suggesting limited movement over the past year. Progress is visible in the strong female representation in our lower pay quartile, and near parity in the lower middle quartile. This reflects the growing opportunities at ENGIE UK for women at the early stages of their careers. However, disparities remain within the upper quartiles. We must continue to diversify our leadership pipeline.

ENGIE RENEWABLE GASES UK LTD

	GENDER PAY GAP Women's hourly rate is...		GENDER BONUS GAP Women's bonus pay is...		% RECEIVING BONUS	
	MEAN	MEDIAN	MEAN	MEDIAN	MEN	WOMEN
2026	2.04% lower	35.86% higher	43.31% lower	8.45% lower	84.09%	100%
2025	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

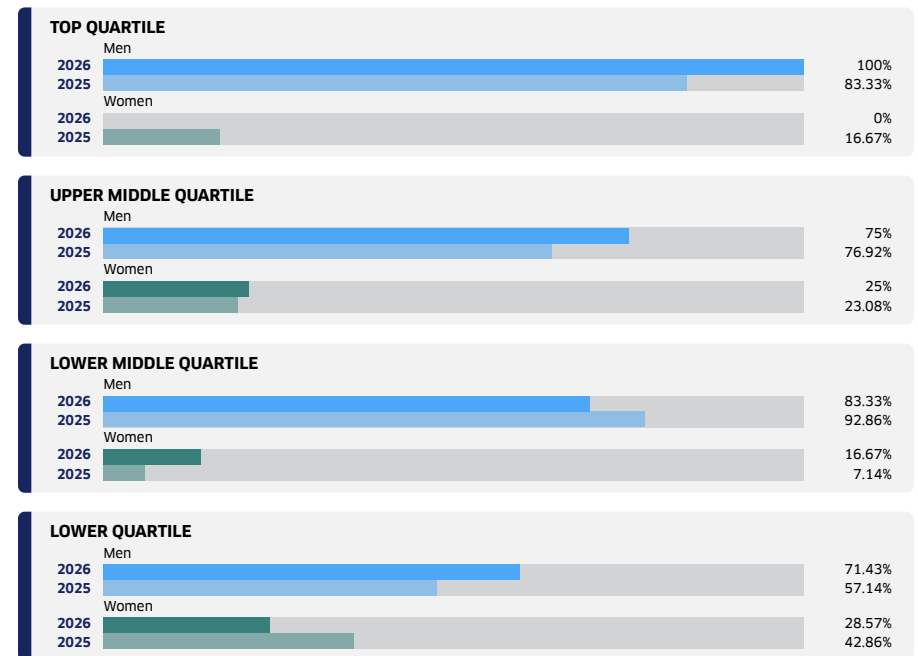


The data indicates a higher median hourly pay in favour of women. Whilst this is a positive outcome, the current diversity profile highlights that further progress is required. A gender bonus gap also remains; accordingly, we will focus on strengthening our recruitment pipelines to attract and retain more women across ENGIE Renewable Gases UK Ltd.

STORENGY UK LTD

	GENDER PAY GAP Women's hourly rate is...		GENDER BONUS GAP Women's bonus pay is...		% RECEIVING BONUS	
	MEAN	MEDIAN	MEAN	MEDIAN	MEN	WOMEN
2026	31.42% lower	15.19% lower	3.73% lower	-335.8% higher	92.68%	77.78%
2025	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



A gender imbalance remains evident, with women underrepresented across all pay quartiles and no female representation within the upper quartile. This is further reflected in the widening mean hourly pay gap, indicating that additional focus is required to address the disparity.

Conversely, the gender bonus gap presents a different picture, with the median gap increasing to -335.8%. This reflects our consistent and equitable approach to bonus allocation, which is based on performance. Looking ahead, ENGIE UK has established a series of actions aimed at improving workforce diversity and making meaningful progress towards closing the gender pay gap.

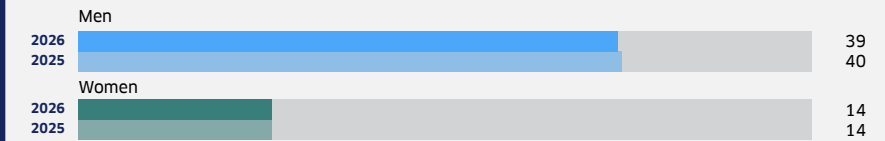
UNDERSTANDING OUR GENDER PAY GAP

GENDER BREAKDOWN BY TYPE OF EMPLOYEE IN ENGIE UK

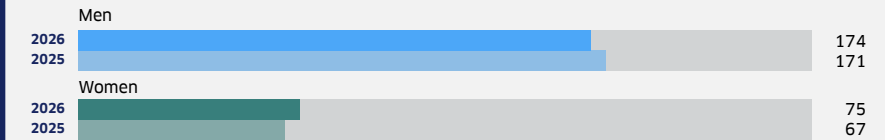
This data reveals a slight growth in the representation of women across our workforce. While there is work to be done in diversity, opportunity and equal compensation, we are committed to closing our gender pay gap. This is not solely a UK commitment, but a wider ENGIE Group priority, supported by ongoing internal reporting to monitor progress. Please refer to the remainder of the report for further detail on the progress achieved to date, as well as the actions we are taking to reduce the gap further.

GENDER BREAKDOWN BY TYPE OF EMPLOYEE IN ENGIE UK

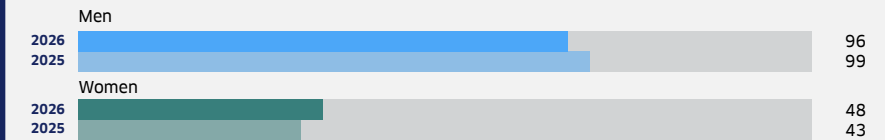
SENIOR MANAGEMENT



MANAGEMENT PROFESSIONAL



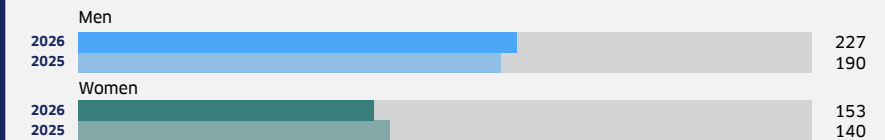
MANAGEMENT



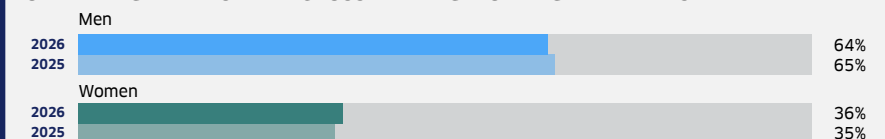
JUNIOR PROFESSIONAL / FRONT LINE MANAGEMENT



FRONT LINE EMPLOYEE



OVERALL GENDER SPLIT ACROSS ALL ENGIE UK LEGAL ENTITIES



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 and hiring 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 encountered.

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 roles, reflecting our commitment to strengthening the talent pipeline rather than focusing solely on senior-level recruitment.
- A steady rise in women representation in management positions, reflecting targeted actions at management levels.

Continued challenges in achieving gender parity at senior leadership levels, particularly in our more remote locations.



RECRUITMENT STRATEGIES FOR GENDER BALANCE

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

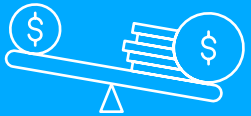
- Ensuring job descriptions use inclusive language and remove gender-coded wording.
- Introducing diverse interview panels to mitigate unconscious bias.
- Strengthening partnerships with organisations that support women in STEM and leadership.
- Actively engaging in women-focused events to encourage more female candidates to apply for roles in the sector.
- Prioritising workforce planning with the business entities. As part of this strategy, we're pinpointing roles where we face the greatest difficulty sourcing female candidates, and briefing agencies to proactively target, engage and attract more women to these opportunities.



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're committed to further improving gender balance through our targeted hiring initiatives, development and retention strategies. The following actions are helping us to achieve this.



ATTRACTING TALENT

- Continuing our partnership with In2Science to provide work experience opportunities for underrepresented young people and build more diverse talent pipelines. Last year, we hosted 25 work experience students and 4 interns.
- Partnering with local schools to build knowledge of the energy industry and future skills, including showcasing ENGIE at STEM Fest.
- Continuing our successful UK Graduate Scheme, aiming for a 50:50 gender split for the 2026 intake and enabling greater cross-functional collaboration.
- Partnering with local schools to build knowledge of the energy industry and future skills, including showcasing ENGIE at STEM Fest.
- Engaging with universities through industry talks to raise awareness among diverse talent pools ahead of graduation.
- Collaborated with Northampton University on a project for a small pool of their students to provide industry exposure and networking opportunities.
- Expanding outreach to women in underrepresented fields through direct sourcing and targeted campaigns, such as new talent pools focused on returning mothers and those re-entering the workforce.
- Training hiring managers on fair and transparent pay through our License to Hire programme.
- Evolving our hiring policy to ensure all senior roles include a minimum of one male and one female candidate at interview stage.

DEVELOPING TALENT

While strengthening our female talent pipeline is essential, retaining the women already within our organisation is equally critical—ensuring we not only attract female talent but also create the conditions for them to stay, grow, and progress. To support with this we are:

- Providing the opportunity for 9 women to participate in the Women in Utilities (WUN) development programme, enabling them to participate in management and leadership pathways - in addition to our support for a WUN pilot programme for industry starters.
- Maintaining diverse succession pipelines, with a particular emphasis on women and long-term successors embedded in our leadership rewards framework.
- Embedding our People Development Strategy, with strengthened development actions for all employees and internal targets on internal mobility.
- Championing the ENGIE global mentoring scheme, which connects managers with subject matter experts to support career development. Our current UK cohort includes 13 mentees (62% women) and 14 mentors (36% women). We also continue to promote the external WUN mentoring programme. And in 2026, we plan to launch a reverse mentoring programme.
- Enhancing our ENGIE coaching programme for young and high potential talent.
- Using our apprenticeship levy to support development in areas where recruiting and retaining women has historically been challenging. For example, taking on three new apprentices in our Wales plant.
- Supporting ENGIE's Wo+man to Lead training programmes for high potential women and for male allies.



CREATING A GREAT PLACE TO WORK

- Growing our UK Employee Networks - now 8 in total - including Menopause, Women, STEM, Working Families, Carers, and Neurodiversity.
- Regularly reviewing our policies to ensure equitable progression opportunities for women. New policies include the Workplace Adjustments Policy and Staff Inclusion Passport. Updated policies include the Family Friendly policies and Staff Dress Policy to ensure inclusivity across all genders and identities. We will also continue reviewing policies to support women's equity, including a Women's Health Policy encompassing menopause.
- Maintaining and reviewing our benefits - such as menopause support - for continuous improvement, ensuring they meet the needs of a diverse workforce.
- Launching a new benefit, HEKA, which provides employees with funding for wellbeing actions; for example, some chose hormone testing kits.
- Introducing sexual harassment prevention training in partnership with our Women's Network.
- Delivering training to all employees - beginning with leadership teams - to help them understand, identify and prevent discrimination, bullying and harassment.
- Running Inclusive Behaviours workshops for managers to strengthen inclusive leadership and fair people practices.
- Continuing to use insights from internal data to shape action plans that advance gender equality and broader inclusion across our organisation.
- Achieving Bronze level in the TIDE (Talent Inclusion & Diversity Evaluator) self-assessment across six areas: leadership and accountability, recruitment, training and development, workforce representation, communication and engagement, and inclusive policies. This reflects strong foundations and structured progress, marking a significant improvement from the previous year, when ENGIE UK was classified but not awarded.





JAY CHOWDHURY

Chief HR Officer
ENGIE UK

Declaration

“I confirm that the calculations, data and statements contained within this report have been prepared in accordance with the methodology set out in the Equality Act 2010 (Gender Pay Gap Information Regulations 2017) and have been applied correctly. I further confirm that ENGIE Power Limited’s published gender pay gap calculations are accurate and fully compliant with the requirements of the Regulations.

ENGIE Power Ltd is the only entity within ENGIE UK that meets the statutory threshold of 250 employees and is therefore required to report under the Regulations, in line with our commitment to transparency and accountability, we have also chosen to publish gender pay data for additional ENGIE UK entities that are not required to report under the Regulations”



