



Together, we learn and grow



Our 2023 Inclusion Report

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“The future of energy should be for everyone and at E.ON we’re working together to make this a reality.”

Energy is central to people’s lives and with that brings an incredible responsibility.

The future of energy should be for everyone and at E.ON we’re working together to make this a reality. By creating an environment where everyone is respected, valued and feels a sense of belonging we will make this a reality for our customers.

I believe we’re all responsible for creating an inclusive working environment. Whether that’s the UK Board, our wider leadership team, colleagues helping customers with their energy needs or innovating and delivering sustainable solutions that transform homes, businesses and communities; we all have an important role to play.

I’m proud to personally sponsor two of our inclusion networks: embRace and LGBT+ and Friends, and it was great to see us return to local Pride events in Nottingham and Birmingham where colleagues could celebrate the LGBT+ community with their work community.

As a working dad to three young children, I know only too well how challenging it can sometimes be. So this year we’ve supported working families by making flexible working simpler to access and by offering equal parent leave for both parents.

Inclusion will continue to be a journey and there is always more to do, but through collaborative working with colleagues, listening and learning will help us ensure everyone feels they belong, has career and development opportunities and can be their best.

Chris Norbury
CEO, E.ON UK

Welcome to our second inclusion report 'Together, we learn and grow', where we're sharing more about our inclusion journey and what we're doing to make E.ON UK a truly inclusive place to work.

'Together, we learn and grow' shares how through inclusive development networks and digital tools, we're enabling everyone to have access to the opportunities and resources to build their career and skills, for now and the future. An amazing 2,200 colleagues are now members of our development networks.

Our inclusion networks continue to grow and give all colleagues support, a safe place to connect and a voice.

This year we've offered more apprenticeships than ever, with the launch of our E.ON Next apprenticeships and our degree apprentice scheme is in its fifth year providing a paid route into higher education.

We're proud to be placed 8th in the Top 50 UK Inclusive Employers this year. We've added to our existing external commitments by joining TIDE, Neurodiversity in Business, Menopause in the Workplace and Fertility Matters at Work. These complement our existing commitments as a Disability Confident Employer, POWERful Women sponsor, member of Energy and Utility Skills, Business Disability Forum and signatory of the Race at Work



Charter. These partnerships provide us with expert advice and resources.

Within this report we're sharing our gender pay gap for this year, and for the second time our ethnicity pay gap in line with our Race at Work Charter commitments.

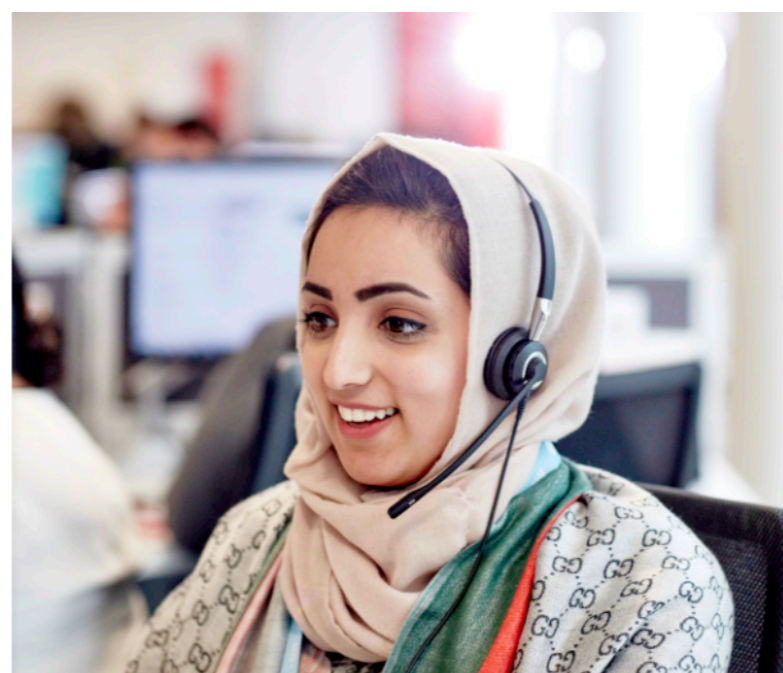
This report covers all E.ON UK colleagues including E.ON Next and npower Business Solutions. I certify that the information and data included within this report is accurate and in line with mandatory requirements.

Helen Bradbury
Chief People Officer, E.ON UK



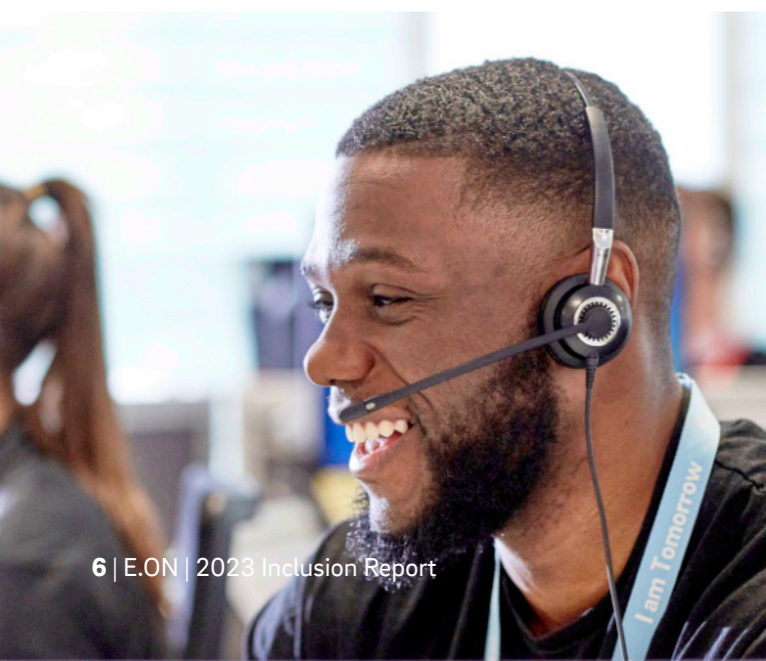


At E.ON, we're leading an energy transition to make energy accessible, affordable and sustainable for everyone at home, in business and across entire cities and communities.



That's why we're committed to creating a place of work where everyone has purpose. Where we help and support each other to learn and grow. Where flexible working and market leading benefits are the norm. And where everyone is welcome and respected. Because we know that we're better together.

We call this E.ON Life.



We know we can only achieve this if we have the right people, with the right skills, knowledge and passion to face the challenges head on and embrace the opportunities the UK's journey to net zero presents.



We're helping all working families find a balance and approach that works for them

Through feedback from our Working Families Network and looking at best practice, we're breaking down gendered barriers around childcare and promoting equality in the workplace.

All our policies and benefits recognise modern families and the different experiences we all have becoming and raising a family.

Our previously complex flexible working policy has been replaced with simple to use principles helping us to embed

flexibility into how we work every day, supporting job-sharing and helping families find balance.

Since we introduced Equal Parent leave, over 130 new dads have taken up this benefit, allowing parents (regardless of gender) equal paid time off, which can be taken flexibly and help towards the cost of childcare.

The Working Families Network continues to be a voice for families and help drive positive changes.

Supporting working families at E.ON

- ✓ 18 weeks paid maternity leave
- ✓ 18 weeks paid equal parent leave
- ✓ 4 weeks paid neo-natal leave
- ✓ 2 weeks paid leave for pregnancy loss
- ✓ Working Families Network with over 350 members
- ✓ Flexible working from day 1
- ✓ An extra 2 weeks holiday buy from day 1
- ✓ All roles advertised as flexible
- ✓ Job sharing is commonplace with 8 job shares across our middle management and leadership teams



"Our Working Families Network supports to-be and existing parents and their line managers - a core part of E.ON Life. Our community is open to all parents including guardians, foster, adoptive, co-parent, grandparent and stepparent. We focus on powerful and collaborative storytelling, individual experience sharing and myth busting to ensure we are actively addressing any barriers and stereotypes (both real or perceived). The network has shown through sharing our diverse experiences and individual learnings, we are making changes directly to policy development. For example, we updated our Foster to Adopt policy timings and introduced neo-natal leave based on direct feedback from our members."

Liza Lloyd
Working Families Network lead, UK Audit

"At E.ON we embrace flexible working and know that this might be different from person to person - everyone understands how important it is to find a work life balance that works for you. For me, as a parent I have found working part time and the opportunity to buy some extra holiday over the summer break invaluable. As part of the Working Families Network, we know that at E.ON, flexible working isn't seen as a topic 'reserved' for parents or carers, but is open to everyone, and I know so many people in many different roles across the business who take advantage of the flexibility that E.ON offers."

Sarah Farmer
Working Families Network sponsor, People Function



Earlier this year we were proud to win two awards at the Working Dads Employer Awards for our parenting policies and flexible working.

Opportunities to develop are fully visible, open to everyone and just one click away

It's more important than ever, that we enable everyone to unlock their full potential, in a totally inclusive way, removing barriers and ensuring equal access to opportunities for all.

Our learning strategy offers quality materials for colleagues to take charge of their own learning, develop themselves, and decide which skills they want to build. MyGenius, our new digital learning platform, has increased our ability to respond to change while developing the essential future skills that our colleagues require.

Our goal is to remove barriers to opportunity. In 2021, development networks replaced traditional talent pools. Meaning opportunities for all, and not just those flagged as talent. Our networks have grown to over 2,200

members, six times more people than were part of talent pools. Engagement activities and learning interventions are tracked to make sure they're representative, and any imbalances addressed with targeted communication.

Empowering colleagues and simplifying learning access boosted promotion rates by 5% for network members, when compared to non-members.

We're taking the next step with My Career Hub. Launched in November, this digital talent marketplace matches individual talents to projects or jobs, fostering personal growth by aligning future goals and interests transparently.



"Inclusivity is at the heart of our open access development networks, which involve colleagues in all areas of our organisation. Our market-leading digital platforms create an environment focused on development by supporting continuous learning, collaboration, and networking. This combined approach means everyone gets the support they need for the career path they want. Our business is already seeing the benefits of this approach through an increase in our agility and development of critical future skills."

Sally Lane
People Development

Our development networks

Careers Network

Providing essential career development skills such as CV writing, interview skills, creating a development plan through to mentor matching and funded learning opportunities.

FuEL (Future Energy Leaders)

This network is growing the skills of those with aspirations of leading the company one day.

Digital Network

Digitalisation is important beyond digital and technical careers and our Digital Network helps grow the digital skills of all its members, setting us up for the future.

Fast Forward

Focusing on women's development and our efforts to close the gender pay gap at E.ON, Fast Forward is making meaningful changes. With listening circles leading to tangible outputs, and the Women in Leadership development series having supported almost 150 women in developing their skills, growing their networks and progressing their careers.

Engineering and Technical

This network aims to address the STEM (science, technology, engineering and mathematics) gap, by demonstrating the diversity and breadth of engineering and technical roles, spanning far beyond what most perceive to be an engineering career.



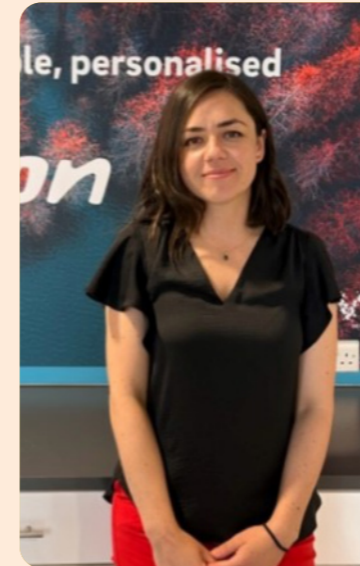
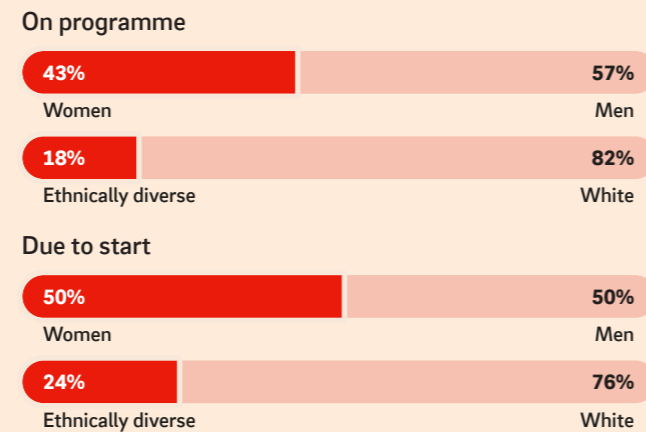
Career development through apprenticeships

Our apprenticeship schemes range from Level 3 Customer Service Apprenticeships, to Degree Apprenticeships and Level 7 Senior Leader Apprenticeships. Nearly 200 colleagues are currently working towards a professional qualification alongside their role.

Completing an apprenticeship provides colleagues with professional development and practical experiences to build knowledge and skills, at any stage of their career.

Through delivering an apprenticeship engagement campaign, sharing stories through our networks of different experiences and adding all courses to MyGenius (our digital learning platform) we've improved the diversity of colleagues on an apprenticeship. We need to continue to ensure that we're addressing the different barriers to learning so that learning is fully inclusive for all colleagues.

Our apprenticeship representation



"Growing up in Poland I always wanted to become a lawyer. However, after moving into the UK in my early twenties, that ambition seemed unattainable.

I joined E.ON 15 years ago as a temporary agency staff member filling a resource gap. I never imagined that all of those years later I would be qualifying as a solicitor under E.ON's Apprenticeship Programme. What's even more amazing is that I have been able to achieve this whilst working full time for the company and raising two beautiful daughters.

I feel really passionate about doing the job I love. It is not all that easy but with the amazing support from my team and the university, it feels like I might just be able to fulfil my childhood dream."

Krystyna Wojtyra
Solicitor Apprentice

Degree Apprenticeships

Our degree apprenticeship scheme is now in its fifth year, with 23 degree apprentices currently working and studying towards a degree qualification. With a degree apprenticeship around 80% of time is spent working and building practical skills, and then the rest of the time on academic studies. They're a great way to gain an undergraduate degree with work experience, all whilst earning money. Tuition is covered by the scheme too!

Our degree apprentice schemes have evolved and are now aligned with the future skills we know will be in demand: engineering, supply chain, project management, digital technology and digital marketing.



"I enjoy most the opportunity to move around the business on different placements, developing my knowledge and project practice. Each placement feels like stepping into a fresh adventure, where I soak up insights and tackle new challenges. This isn't just a degree, it's an exciting journey in immersing myself in the academics and the world of work."

Lucia Miola
Project Management Degree Apprentice



Our inclusion networks challenge us to improve and make E.ON a better place for everyone

Through our nine colleague led networks we're creating communities for colleagues to share experiences, find and give support to others and create a sense of belonging. They're continuously challenging us to improve the way do things, making E.ON a better place for everyone.

30%
of all colleagues are members of at least one inclusion network



adaptABILITY

Our disability network supported our first company-wide disability survey. Over 10% of colleagues responded with 36% identifying as disabled. The survey has given us a much better understanding of both what support and adjustments our colleagues need and where there are opportunities for us to do more, including help for line managers.



Christian Network

Our oldest established network and a vibrant, friendly community open to anyone interested in exploring the Christian faith. The network meet twice a week for online prayer, something which had become invaluable to many with new hybrid ways of working. And last Christmas, the network set up food bank donations, supporting our local communities.



embRace

Our racial inclusion network is one of the largest, with almost 2,000 members. The network celebrates our different backgrounds with films, cooking events, personal stories, and marking important diversity dates through the year including South Asian Heritage Month, Race Equality Week, religious festivals and Black History Month. The network has supported improvements in apprenticeship diversity with special events and signposted learning opportunities. In May it launched its first bespoke development programme – embRace Your Talent.



Fast Forward

Fast Forward is focused on improving gender equality, driving inclusion and supporting women's career development. Bespoke development is provided through the Women in Leadership programme, along with ongoing opportunities to get involved through listening circles, curated learning paths, creating our own original content with podcasts and support for key barriers such as limiting beliefs.



Fertility Forum

Fertility treatment can be a long journey with no guarantee of success and the emotional and financial challenges can be a real struggle. Our newest network, Fertility Forum is committed to supporting colleagues going through this journey by increasing awareness and understanding, offering flexibility, and doing what we can to ease some of the pressure that this journey brings.



Menopause Matters

Our menopause community have made great strides in breaking the taboo around the menopause. In a recent survey, over 60% of respondents stated that they feel E.ON is committed to supporting employees through the menopause. The network has also pushed us to become a Menopause Friendly Employer, an accreditation we're now working towards.



Working Parents

Supporting parents, guardians, adoptive, co-parents, grandparents, and stepparents, our network actively gathers feedback and insights. In the past year, we've enhanced family-friendliness, introducing neo-natal leave, equal parent leave, and refining adoption leave. We've addressed tough subjects like bereavement, death of a partner, provided school holiday ideas, and created parenting journey guides for expecting parents, returners, and their managers.

With an estimated 1 in 7 people being neurodivergent our aim is to create a workplace where all minds can thrive

Our Neurodiversity Network was created last year and has grown to over 800 members in just 18 months, after starting with just 4 people.

We've reached over 200 colleagues through our Expert Voices webinars this year. Topics we've covered so far have helped us improve our knowledge and understanding of neurodiversity, adjustments and having a great conversation about them, supporting our neurodivergent children, and loved ones, a special focused webinar for line managers and HR professionals. All aimed at improving our understanding to better help support our colleagues.

We're delighted to have joined Neurodiversity in Business (NiB) in July who work to improve collective awareness and understanding of neurodiversity, so we can better support and empower our neurodivergent colleagues. NiB is a business-led forum to support the participation of neurodivergent people in the workplace. The organisation draws upon the cumulative knowledge of neurodivergent experts and leading companies to share best practice and improve the employment and experience of the neurodiverse workforce.



"I was one of the initial founders of the Neurodiversity Network. My son was diagnosed with autism when he was only four years old. This has resulted in life changing alterations for all family members, from moments of sheer joy to bewilderment and heartache.

In two years, we have developed the network from an initial 4 people up to over 800. I'm exceptionally proud of the network, as members have voluntarily taken the lead on new initiatives.

The founding of the network has led to a cultural change and an increased understanding of neurodiversity. From it rarely being discussed to now becoming a common term, with managers actively reviewing their approach to support team members. As a business we are fully committed to our leaders being appropriately trained, we recognise that the line manager is pivotal for colleagues with neurodiverse conditions.

The network makes me proud, as we are creating a workplace that adapts to all members of society."

John Martin

Neurodiversity Network lead and founding member
City Energy Transformation



"Our work on neurodiversity with the network will help us to continue to improve our collective awareness and understanding of neurodiversity, so we can better support and empower our neurodivergent colleagues. By improving our understanding, and embracing neurodiversity everyone will be able to shine using their unique strengths and perspectives."

Helen Bradbury
Chief People Officer

"As someone with ADHD, it was important for me that I found an organisation who are passionate about supporting neurodivergent employees, or those who have neurodivergent families – recognising that this is still a journey for many companies and we are learning about neurodiversity every day. It is fantastic that E.ON has the Neurodiversity Network in place as well as a dedicated working group with leadership support, to help drive forward positive changes and support for neurodiversity. I feel comfortable talking openly about how ADHD impacts me, sharing my experiences to help others and knowing that my experiences will help to further improve our inclusive culture. The Neurodiversity Network has allowed me to connect with others, feeling like I have a safe space for support and sometimes just to connect with others who understand."

Becca Jackson
Digital Technology



Proud supporters of Pride

Pride has become one of the most important LGBT+ festivals in the UK attracting hundreds of thousands of people to events across the UK, and we were delighted to be supporting the Birmingham and Nottingham events again this year.

We want to be known as a welcoming organisation where everyone can be their true selves and feel supported. Our open-to-all colleague-led LGBT+ and Friends inclusivity network, which now has more than 600 members, is a great place for our employees to share their experiences and promote understanding and awareness across our entire organisation.

The network has also been key in identifying opportunities for E.ON to promote inclusivity, like the gender neutral facilities we've begun introducing; our gender neutral menopause policy, and our updated parental and adoption leave policies which include shared leave and allow more time off for secondary caregivers.

We were excited to be back with a bang at two local Pride events. In May, we headed to Birmingham, where members of our LGBT+ and Friends network along with their family and friends made their way past over 75,000 spectators along the parade route. They were met with cheers and shouts as they went past.

In July, we proudly celebrated Notts Pride with colleagues, families, and friends. Many more colleagues cheered us on as we paraded through the city. The day was filled with rainbows, live music, drag and cabaret performances, lots of smiles and a few rays of some much appreciated sunshine!

Visibility, Education, and Celebration were Notts Pride's core values – values that we fully support. We take pride in being visible in the city, educating our colleagues about the best ways to align with our LGBT+ community, and celebrating our LGBT+ colleagues.



"It was absolutely amazing and I felt so privileged to be a part of it! I couldn't stop smiling for days - for the energy, for the passion of those colleagues I walked with but also those watching. I couldn't have been prouder knowing we were really living our values as a company and really shouting about how important we think diversity and inclusion is. And it was just a lot of fun with a fantastic group of colleagues and friends."

Gill Baker

Smart Field Connections (pictured top)

"Whenever I think of Birmingham Pride it just makes me smile... with Pride... an amazing experience! You could feel the joy and passion of everyone and to walk at the front carrying our flag, it was such an honour and privilege. A memory I shall carry forever."

Sally Woodward

Smart Field Connections (pictured bottom)



Gender representation and our pay gap in 2023

After remaining static over the last few years during our business transformation, we're now beginning to see an improvement in our gender pay gap. Our mean pay gap has reduced by 0.5% and our median by 3.9%.

We're sharing our latest gender pay gap from April 2023 earlier in the reporting window to help us track progress and influence positive actions. Alongside gender pay we also monitor our representation and promotion rates to help us track the outcomes of different activities.

Why do we have a gender pay gap?

Our main drivers of the gap remain:

- More men than women in leadership roles. Currently 30% of our senior executive roles are held by women, and we have an ambition to increase this to 50% by 2025.
- More women working as Energy Specialists. These are our entry level roles with lower pay.
- More men working in technical and engineering roles which, due to their specialist nature, attract higher pay.

When combined together the differences in gender balance within the roles of Energy Specialist and technical or engineering drive a large part of our gender pay gap due to the differences in pay.

Mean hourly gender pay gap

13.1%

↓ down 0.5% from 2022



Median hourly gender pay gap

21.2%

↓ down 3.9% from 2022



How do we calculate the gender pay gap?

If we lined up male employees from highest to lowest paid, and did the same for all the women, the median gender pay gap is the difference in pay between the man and woman in the middle. The mean gender pay gap is the difference between the average pay across each line.

Gender pay quartiles

Upper quartile



Upper middle quartile



Lower middle quartile



Lower quartile



Quartiles are calculated by splitting all employees into four even groups according to their level of pay. Looking at the proportion of men and women in each quartile gives an indication of the gender representation at different levels of the business.

Bonus pay gap

Mean average bonus pay gap

44.2%

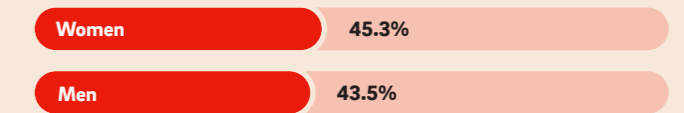
In favour of men

Median average bonus pay gap

55.5%

In favour of men

Who received bonus pay?



Gender pay results by legal entity

	E.ON UK	npower
Mean hourly gender pay gap	13.6	12
Median hourly gender pay gap	24.7	14.2
Mean bonus pay gap	47.7	29
Median bonus pay gap	59.2	51.5
Percentage of women receiving a bonus	60%	100%
Percentage of men receiving a bonus	50%	100%
Upper quartile	35% women / 65% men	43% women / 57% men
Upper middle quartile	27% women / 73% men	48% women / 52% men
Lower middle quartile	43% women / 57% men	61% women / 39% men
Lower quartile	62% women / 38% men	55% women / 45% men

We report the gender pay, representation and bonus figures for our combined UK business. This table shows the the results for our two legal entities separately.

We're committed to having no meaningful gender pay gap by 2025. Here's how we'll do it.



Our 2023 Women in Leadership cohort.

Accelerating women's development with our talent networks



Launched on International Women's Day in 2021, Fast Forward is our development network to help women understand their career experiences and to support their development. Now over 800 colleagues are members and Fast Forward provides ongoing development opportunities, as well as developing and delivering our own bespoke development series: Women in Leadership. So far over 120 women have completed the series.

Fast Forward members have promotion rates over 5% higher than non-members, and our Women in Leadership alumni say their confidence and self-belief has improved.

Paying it forward

Fast Forward is all about helping women's talent grow. Through this supportive community everyone can pay it forward to other women and under-represented groups, to help create a supportive and self-sustaining culture.

This year we've had 18 amazing coaches support our Women in Leadership cohorts and colleagues have

delivered workshops, hosted listening circles and shared their experiences to provide inspiration for others.

"The course is not just about developing women's leadership skills; it's about changing mindsets and breaking barriers. It's about creating an environment where women can thrive as leaders. This experience has been transformative for me, and I am a huge advocate of the programme."

Jessica Ham

Women in Leadership 23 alumni,
Industrial and Commercial Energy Sales

We've also been working in partnership with women's development experts, The Pipeline for over 10 years to equip our future women leaders with the tools they need to navigate and progress their careers.

"Having had great mentors and sponsors throughout my career I recognise the importance of paying it forward and supporting other women to have the confidence to reach their potential. Being involved in the Women in Leadership development series is not only something I love but is extremely important in enabling me to support others (pay it forward) and whilst doing so contribute to developing further my leadership skills and grow my network.

The programme is as beneficial to the women participating as it is to everybody that supports the programme through delivering content, helping with admin, or supporting as a coach. There is no better way to develop your own learning than deliver to and support others."

Claire Westwood

Fast Forward steer-co and Women in Leadership working group member, Smart Field Connections

"Being marginalised, excluded, not listened to for reasons of gender, ethnicity or any other characteristic hurts! That's not the world I want my boy and girl to grow up in and that's why I got involved with the Fast Forward Network. It's been great to see the progress we've made in driving gender diversity and balance and I'm proud to be a cohort coach and share my experiences and advocate for women in the workplace."

Sandip Vaghela

Women in Leadership coach, UK Solutions Finance



Removing the structural barriers that limit career progression

Over 1,000 colleagues work part-time with around 85% also being women. Back in 2021 through data analysis and listening to women's experiences we identified a lack of part-time opportunities and a reluctance of managers to consider other working patterns.

Flexible working is now central to how we work, right from applying for a role. All roles are advertised as flexible and you can ask for flexible working from day one. No-one needs to wait the statutory six months.

Our hybrid working principles give colleagues choice and autonomy, supporting the different demands for those juggling family commitments, study, and daily life responsibilities. We've made things simple by scrapping formal policies in favour of flexible working principles where colleagues can adapt their working patterns to improve their productivity and wellbeing.

When returning to work after maternity and equal parent leave, flexibility helps parents to return and stay in work.

"Being a part-time working mum it used to be really difficult to try and progress your career whilst having a young family. That barrier was removed with the introduction of all roles being able to be done flexibly so I applied for my first promotion last year since being a mum and I got the job! I love that I am able to balance work and family life and feel fully supported to do so."

Rachel Guest
Digital Technology

Overall career mobility has improved for colleagues working part time – improving from 10% lower than full time in 2022 to now just 3% lower in 2023 so far.

2022 part time moves

2023 part time moves

Full time moves



Acknowledging that Menopause Matters

With a reported 1 in 10 women leaving their jobs because of the impact it can have, the menopause remains an important topic where women need support and empathy.

We're proud to be Menopause Friendly and have provided guides for managers and colleagues, plus additional training to understand the symptoms and their impacts.

Over 400 colleagues are members of our Menopause Matters network. Each month the network hosts a menopause café, giving colleagues the opportunity to share stories, experiences and to support each other.



In a recent survey...

- ✓ 74% of respondents agreed we're committed to supporting employees through the menopause.
- ✓ 75% feel that they can talk about the menopause openly at work.
- ✓ 46% of those directly affected had shared their experiences or symptoms with their manager but over 90% said their manager was supportive.



Over the Bloody Moon, creators of the world's first menopause simulator, brought the Menovest to a recent event. This outer garment mimics the sensation of hot flushes. While we know hot flushes are just one of over 40 symptoms, the Menovest is designed to foster understanding, engagement, and allyship.



"I consider myself extremely fortunate to have been able to take the vest off after a short time, a real steep learning curve and certainly an experience I won't forget! Definitely a new found respect for my female colleagues!"

Richard Atkinson
Menopause ally, Smart Field Connections



"Menopause is a natural part of a woman's life, but it remains a topic often kept under wraps within Asian communities. Cultural norms, societal expectations, and expectations of women's roles contribute to the silence surrounding menopause. I want to share my journey to break the silence and empower myself and the Asian community."

Bal Atwal
Menopause ally, People Function

"Menopause has long been shushed and a source of taboo for far too long. We do not censor these as horrible secrets anymore. It is a fact of life that will affect everyone. You, your partner, your friend, your mother, your sister, your manager, your children.

Being able to have open conversations with others and sharing what we are going through at the cafés, and being heard is amazing. We've several men come to our sessions who want to ensure they are doing the right thing for their partners. It's great knowing I am not alone in what I am going through. We laugh. We share. We learn. We cry. We bond."

Ti Colluney
Wellbeing Warrior and Menopause ally, E.ON Next



"Before becoming involved in the community at E.ON, I had little understanding of menopause and how I could support family, friends and colleagues going through it. The symptoms are so varied and can be really debilitating, but if we take time to understand we can support our families, friends and colleagues.

And so to my ask, no matter who you are, please get curious. Find out more about the menopause, speak to family and friends. Doing so may one day enable you to help someone who really needs it."

Daren Carter
Menopause Matters ally, UK Solutions Go to Market

Our ethnicity pay gap in 2023

We're sharing our ethnicity pay gap for the second year, to improve transparency and accountability. We also track representation at different levels, hiring and promotion rates to help us track how we're doing.

Why do we have an ethnicity pay gap?

The ethnicity pay gap is affected by a range of factors, due to the number of different ethnic and racial groups, along with gender, age and geographical location.

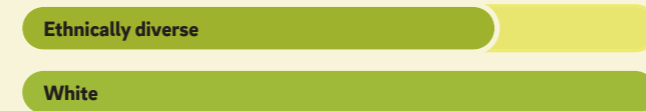
Our results in summary

- Across E.ON UK, 25% of our colleagues are from an ethnically diverse background. Within E.ON Next, our energy and gas supply business this diversity is 40%. This strong representation is one of the main drivers for our ethnicity pay gap. Most of the roles within E.ON Next are Energy Specialists, those colleagues who speak to and help our customers every day which are entry level roles.
- Differences across occupations: we have strong representation within Support Function teams which are made up of Digital Technology, Finance, Legal and HR, where we have more colleagues from a South Asian background.
- At a senior executive level (board, director and head of roles), 11% of roles are held by someone from an ethnically diverse background. This diversity has decreased over the last six months with some planned departures and appointments to international roles. One of our key targets is to improve this representation by 2025.

Mean hourly ethnicity pay gap **20.5%**
 ↑ up 0.5% from 2022



Median hourly ethnicity pay gap **25.5%**
 ↑ up 0.5% from 2022



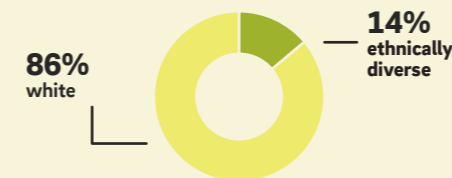
How do we calculate the ethnicity pay gap?

We use the same gender pay methodology to calculate our ethnicity pay gap, so if we lined up all ethnically diverse employees in one line from highest to lowest paid, and did the same for all the white colleagues, the median ethnicity pay gap is the difference in pay between the middle employees on both lines. The mean ethnicity pay gap is the difference between the average pay across each line.

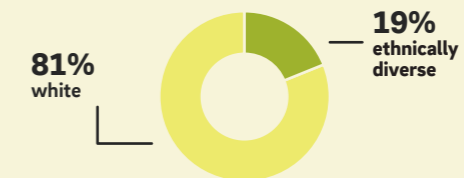
Our disclosure rate is over 95%. These are the colleagues that have shared their race or ethnicity with us. As this percentage is high, it gives us a strong level of confidence in the data we have available. If we don't have any data for a colleague, they're not included in these calculations.

Ethnicity pay quartiles

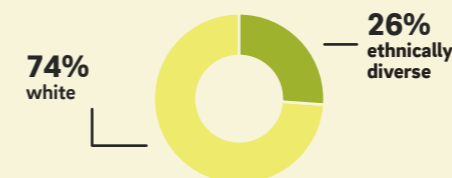
Upper quartile



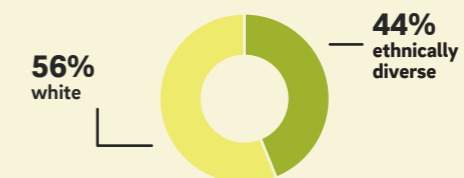
Upper middle quartile



Lower middle quartile



Lower quartile



Quartiles are calculated by splitting all employees into four even groups according to their level of pay. Looking at the proportion of people in each quartile gives an indication of the ethnicity representation at different levels of the business.

Bonus pay gap

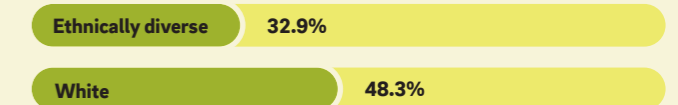
Mean average bonus pay gap

46.9%
 In favour of white

Median average bonus pay gap

55.5%
 In favour of white

Who received bonus pay?





Removing barriers to progression

After we published our pay gap for the first time last year, further analysis identified barriers for colleagues progressing from our entry level roles, with promotion rates being lower than representation at that grade.

Removing this barrier has been a key area of focus through the expansion of the Careers Network including our mentoring register, apprenticeships, the work of our embRace network and the launch of a bespoke development scheme in 2023 – embRace your Talent.

Promotion rates amongst ethnically diverse colleagues from entry level roles improved from less than half the representation rate to approximately 10% higher than representation.

2022 promotion rate

2023 promotion rate (year to date)

Representation

Improving racial inclusion

We've been a Race at Work Charter signatory for two years and are working towards delivering all our commitments. Chris Norbury, our CEO, is our network sponsor.

We've simplified our bullying and harassment policy and are working on improving our Speak Up culture with leadership engagement, ongoing communication campaign and with our embRace ambassadors.

Our embRace network has over 1,300 members and has been led this year by Nicola Dormer.

Talent development

Through our apprenticeships we offer colleagues the opportunity to gain professional qualifications and develop their skills from level 2 through to level 7 and PhD. Colleagues who have completed an apprenticeship are over 13% more likely to gain a promotion, through an investment in development and skills for the future. We've improved the diversity of our apprenticeship pipeline from 18% to 24% ethnically diverse.

We're making progress with our development networks to attract members from ethnically diverse backgrounds with over 20% membership being ethnically diverse. Within our Careers Network, which is aimed at providing all round career development skills, of our 1,200 members 28% are ethnically diverse.



"I'm passionate about making a positive impact, and the embRace network gives me the opportunity to wholeheartedly support racial equality within our organisation while celebrating the beauty of everyone's unique qualities. As the network lead, I'm thrilled to share that we've achieved some wonderful milestones. We've successfully introduced a development programme that specifically caters to our ethnically diverse colleagues, and we've also established a network of voluntary ambassadors. This ensures that our colleagues have a safe and confidential space to turn to whenever they encounter issues related to their ethnicity or culture. It's been an incredible journey!"

Nicola Dormer

embRace Network lead, UK Solutions Go to Market

embRacing talent across our business

Working together with the embRace network, we've launched a bespoke development programme for ethnically diverse colleagues. embRace Your Talent aims to provide critical skills for career planning and development such as communication, purpose and identity. The first cohort will complete the programme in 2024 and so far feedback has been really positive.



"I've found the embRace Your Talent programme to be quite eye-opening when listening to the various experiences people have had and it has given me food for thought not only about myself, but how I could potentially help others on their journey and the embRace network in general.

What I can see the programme is doing is building confidence in individuals and enhancing their skill set in order to achieve their career aspirations and creating a sense of belonging and purpose at work. It's great to see the strides E.ON has taken in promoting a more inclusive workforce, but also acknowledging that there is still work to be done and wanting to listen to those affected in order to make tangible, long lasting changes."

Aneeka Sidhu
UK Solutions Finance



"I've loved being part of embRace Your Talent, it's given me the opportunity to validate my ways of thinking through the courses provided and find that I'm not alone in my thoughts.

This has really helped me to think on, and find my purpose also encouraged me to become more open to celebrating my successes that have brought benefit to my colleagues which I have previously seen as "just doing my job".

I also love that embRace has given me opportunity to meet great people from around the business that I would not have had the chance to in my daily role, that are invested in making things better for all through leading by example to make E.ON truly diverse and inclusive where all voices are heard, no matter what your background may be."

Alex Charlton
Smart Field Connections

"Being part of the embRace your talent programme has helped me identify and understand how to overcome the barriers that up until now, I had struggled to name. It has demonstrated E.ON's drive to not only show to be embracing inclusivity, but to be actively including it in all the different aspects of the business.

It is showing E.ON's focus to ensure that people don't feel disadvantaged by their different cultural backgrounds but rather use them as tools of empowerment which with the correct nourishment will empower them; alongside the skills learnt in the embRace your talent programme; to become the leaders of tomorrow.

Mo Imran
UK Solutions Finance



"It's amazing how a programme can make a dynamic turn around to a person. embRace Your Talent has done that by helping me bring my authentic self to work. It has changed my perception about inclusion and diversity. It has given me a sense of belonging.

I have gained a lot from the programme starting from communication and self advocacy. This has made me conscious of conversations by using the three aspects of communication when I'm speaking and in the delivery of my work duties. Setting a smart goal has made a huge impact with the workshop, I'm not going to forget the I am Remarkable workshop, and how to take more control of your credibility by promoting your personal brand. All these programmes with great allyship have made a huge impact in my personal life and the way I do my work."

Bukky Makinde
E.ON Next

"The contents of the modules are fit for purpose, for example, the "I am remarkable" module helped to infuse confidence in me and provided a boost to my resilience against any force that may want to pull me down. The networking opportunity that comes with the programme is inspiring and encouraging as real-life stories are shared and lessons are learnt from those stories. Many thanks to the organisers of this programme."

Mayowa Sola-Adeosun
UK Solutions Finance



What's next?

In wrapping up this year's inclusion report, I'm proud of the ongoing progress we're making. Inclusion is always a journey and there is more to do and more to do better. For us it's about identifying barriers through data and listening, breaking them down, and creating a culture of belonging and making sure everyone's voice is heard.



By tuning in to the different experiences of our colleagues, we've been able to invest in bespoke development created alongside our networks to address the barriers and constraints experienced by women and people of colour through their careers. By co-creating and delivering these programmes we've been able to support nearly 200 colleagues over the last two years in this way. They're also helping us build communities to pay it forward and support others.

Inclusion and learning need to work hand in hand to help us deliver net zero for all our customers, which we can only deliver through the skills and knowledge of our colleagues. Our development networks and digital tools are helping over 2,300 colleagues build their skills and experience, helping them to be their best. Our approach to learning is inherently inclusive and empowers everyone to be their best.

I always say the best part of my role is working with so many different teams and people, and especially those who dedicate their time through the inclusion networks. As always a huge thank you goes to all those colleagues who lead the networks, who are actively playing a part and sharing their stories and opinions – together we're better.

Rebecca Percy
Diversity and Inclusion Lead



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