



Powering Belonging

Our 2025 UK inclusion report

e-on



Our 2025 UK *inclusion report*

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Welcome

Chris Norbury (he/him), CEO, E.ON UK

Inclusion is not an optional extra - it is the foundation of a fair energy system and a resilient business. At E.ON, we are delivering one of the UK's most ambitious transformations: building a cleaner, more affordable energy system that works for every household, business and community. That transformation depends on our people, and on creating an organisation where everyone feels they belong.

Through our networks, policies and partnerships, we are showing that fairness at work translates directly into fairness for customers. When colleagues feel empowered, we deliver better services, stronger relationships, and smarter solutions for the energy transition. Belonging drives innovation, trust and resilience - qualities our sector and our society need now more than ever.



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Helen Bradbury (she/her), Chief People Officer, E.ON UK

At its heart, belonging is about people feeling seen, heard and valued for who they truly are. That's why inclusion is a commitment we renew every day – in the conversations we have, the colleague journeys we design and the communities we build together.

This year we were proud to be recognised by the Sunday Times as one of the UK's Top 10 Very Big Organisations to work for, alongside receiving the Spotlight Award as Best Place to Work for 16–34 year olds. This recognition matters because it's based directly on feedback from our colleagues. They confirm that we are building a workplace where people feel respected and safe, and where they can grow their careers with confidence.

Our progress is visible in many ways: over 1,300 apprentices supported across 100 programmes since 2018; networks that now connect thousands of colleagues; and policies that reflect real lives, from enhanced parental leave to support for carers and colleagues with non-visible disabilities. These are not just policies on paper – they are signals that every identity and experience is valued here.

The transition to a cleaner, fairer and more affordable energy system must work for every household, business and community. Our people are at the heart of that, with inclusion integral to the successful delivery of the energy transition, ensuring no one is left behind. We know there is more to do. But by embedding inclusion and wellbeing across our workforce, we are building the foundations of fairness at work and for our customers. That is how we translate purpose into everyday progress, and why belonging will always be at the core of who we are at E.ON.

Within this report, we are publishing our 2025 gender pay gap reporting and, for the fourth consecutive year, our ethnicity pay gap reporting, covering 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.



This year we were proud to be recognised by The Sunday Times as one of the UK's Top 10 Very Big Organisations to work for, alongside receiving the Spotlight Award as Best Place to Work for 16–34 year olds.



Listen to Helen's feature on the #LeadingWithPurpose Podcast with Rt Hon Justine Greening on apprenticeships, partnerships and organisational culture

E.ON Life

Our people are at the heart of everything we do. Delivering affordable, sustainable and reliable energy for our customers starts with creating an environment in which every colleague feels supported, valued and able to thrive.

We want everyone at E.ON UK to feel they belong and have fair access to opportunities to grow their careers - whether through flexibility, skills development or the freedom to simply be themselves. Inclusion is not a one-off achievement - it is a continuous journey that requires openness, accountability and action.



Leading through learning

Introduction from Sarah Farmer (she/her), People Function

Every colleague should have the opportunity to grow and shape their own career. Our person-centred approach to development ensures that skills-building and progression are accessible to all, regardless of role or career stage. We are committed to developing internal talent and equipping colleagues with the tools and networks they need to grow their skills. Through a wide range of inclusive development opportunities, we are creating an environment at E.ON UK where every colleague can grow and contribute to shaping a cleaner, more sustainable energy future.



All colleagues can join our five dedicated development networks, each focused on a distinct area of skills development and growth:

- Careers Network
- Digital Network
- Fast Forward Network
- FuEL (Future Energy Leaders)
- Engineering and Technical Network



“ This year the Engineering and Technical Network has created and delivered three CPD accredited workshops covering domestic heat pumps, batteries and 5th generation heating.

Attended by more than 120 people from across our business, these introductory sessions provided insight into some of the solutions that are key to delivering the energy transition. Over 80% of attendees across

the three sessions stated that they now understand how these solutions work, describing the sessions as ‘insightful’, ‘inspiring’ and ‘eye-opening’.

The Engineering and Technical Network is passionate about supporting E.ON's people to consider STEM careers and develop valuable skills for the future.”

Kesar Mann (he/him), People Function



“ The Digital Network brings colleagues together to share knowledge and build confidence in areas like AI, automation, data, and collaboration tools. We're proud of the culture we're creating: one where learning is continuous and accessible to everyone. A key part of this is our Digital Competence Wheel, which helps colleagues reflect on their skills and identify

growth opportunities. The personalised report offers tailored resources to close gaps and strengthen capabilities. Together, we're building the digital confidence our organisation needs to prosper.”

Andy Bacon (he/him), npower Business Solutions



“ Development at E.ON is for everyone, and we're proud of the range of opportunities available to our colleagues. Our development networks play a key role, creating space where everyone can learn and grow. It's brilliant to see people build confidence, connect with others, and achieve their personal and career goals.

Sally Lane (she/her), People Function

MyGenius

MyGenius, a one stop digital learning platform, offers an extensive library of digital training modules and learning pathways. Flexible and accessible, it allows colleagues to develop skills at a pace and time that works for them. Thanks to MyGenius, colleagues are honing digital skills, from Excel to AI – all the way to developing valuable leadership skills.

My Career Hub

A talent management platform connecting colleagues to experiential opportunities that match their skills, interests and goals. Whether through projects or short-term pieces of work, these opportunities empower our colleagues to take control of their own development.

360
coaching hours

119
trained coaches

And an average rating of
4.9/5

Coaching

We provide coaching which is available to all colleagues through our Coaching Community of internal professional coaches and specialist external partners, who work with colleagues to drive personal development and navigate career goals.

Since launching in 2023, **360 coaching hours** have been delivered by **119 trained coaches**, who have **an average rating of 4.9 out of 5 from colleagues**, demonstrating the positive impact these coaches are having on careers and confidence.



Creating pathways to opportunity

Apprenticeships are central to our mission of opening doors to rewarding careers and breaking down barriers. Since 2019 over 1,300 colleagues have completed an apprenticeship across 90 different schemes. Our Degree Apprenticeships are fully funded - removing financial barriers that a traditional university degree might present. Combining academic study with hands-on experience in the energy sector, apprentices gain qualifications, build networks and develop industry insight - all while earning. Our commitment to talent development was further recognised when E.ON was named the Best Place to Work for 16 to 34-year-olds in the UK by the Sunday Times.



“The degree apprenticeship has been hugely valuable to me both professionally and personally. From day one, it gave me the opportunity to develop key skills such as stakeholder management and relationship building in a real working environment, while also studying towards my degree. This combination helped me to become well-rounded by the time I graduated.

Cerys Goodson (she/her), Energy Infrastructure Solutions



“I’ve learnt so much through my current career at E.ON. During my apprenticeship I rotated departments every six months which allowed me to pick up different skills and build up a network across the business.

As I’ve progressed through the scheme and developed my skills through various projects, I found that I became more confident and now

I’m able to look back on my progress and be proud of where I have come from.

Connell Parker (he/him), Digital Technology



“I decided to pursue an apprenticeship to deepen my practical knowledge while continuing to grow in my HR leadership role. It offered the perfect balance of learning and applying new skills directly to real workplace challenges. This experience has boosted my confidence, broadened my understanding of HR strategy, and strengthened my ability to lead confidently from the front.

Rosie Butler (she/her), People Function

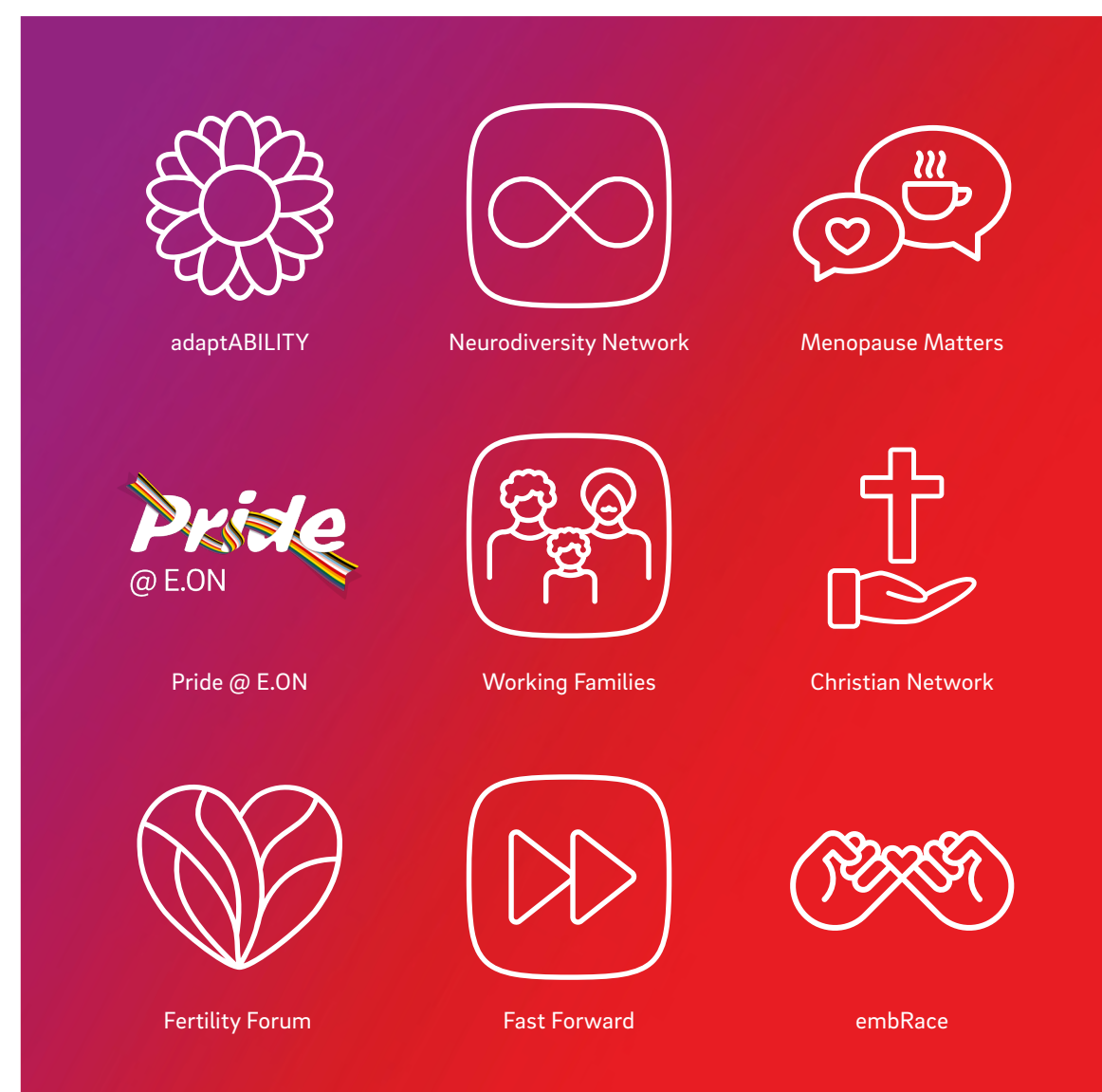


Celebrating success with the E.ON Apprenticeship & Skills Awards

Inclusion networks

Everyone should feel empowered to bring their authentic self to work. Our inclusion networks play a vital role in this – creating space for dialogue, celebration and support, shaping a more inclusive and compassionate workplace.

Colleague-led and rooted in lived experiences, these networks ensure our approach to inclusion reflects real voices and needs, not just top-down direction. Each one is a chance to learn, grow and strengthen our culture of belonging, deepening how we work together and care for one another.



Different minds, shared strengths

Our Neurodiversity Network is a safe, empowering space for learning, sharing and support. The network, which has more than 1,300 members, has hosted events ranging from webinars during Neurodiversity Celebration Week to expert talks on supporting neurodivergent children and raising workplace awareness.

Peer-to-peer connection is vital. Monthly open sessions give colleagues space to share experiences, offer empathy and exchange practical advice, building genuine connections and mutual understanding.

Beyond the network, we work closely with neurodivergent colleagues to provide the adjustments they need to flourish - whether that's flexible working for those who find busy environments overwhelming, transcription tools to support focus or virtual shadowing to ensure remote workers access guidance and mentoring.

Our journey continues, and we are proud of the progress made and of the colleagues driving it. Together, we are creating a culture where neurodiverse strengths are valued and celebrated.



“Our vision is simple but powerful: thinking differently is always valued. We’re committed to creating a workplace where neurodivergent colleagues - and those who support them, including parents, carers and allies - are seen, heard and empowered to thrive.”

Conversations about neurodiversity are becoming more open, and it’s inspiring to see people sharing experiences and wanting to understand each other better.

Linda Worthington (she/her), Energy Infrastructure Solutions



Changing perspectives

Disability inclusion is central to our ambition of creating a workplace where everyone can succeed. With one in five UK workers living with a disability - most acquired later in life - we are committed to providing meaningful, flexible support so no one feels they have to navigate disability alone.

adaptABILITY Network

With over 500 members, adaptABILITY offers a space for colleagues with disabilities or long-term conditions to connect, share experiences and access support, as well as helping allies and managers understand how best to support their teams. Regular guest speakers bring expertise and lived experience, with topics from managing fatigue to staying active.



“Over the past couple of years, I’ve been proud to contribute to the adaptABILITY network.

I’ve been part of a passionate network focused on creating a more inclusive, supportive environment for colleagues living with disabilities or those with caring responsibilities. My efforts have centred around raising awareness, driving dialogue, running our incredible OffCentre experience and helping to shape policies and practices that enable everyone to thrive - regardless of their personal circumstances.

It’s been incredibly rewarding to help amplify underrepresented voices and ensure accessibility and empathy remain at the heart of what we do.” Amy Pink (she/her), E.ON Next



“It’s a privilege to be the UK Board sponsor for both our adaptABILITY and Neuroinclusion colleague networks.

In early 2025 we launched our OffCentre experience to boost awareness for managers and colleagues of the challenges of living and working with long term conditions; and in late 2025 we started to roll-out our Genius Within guided learning and coaching to raise the profile of neurodiversity across our business.

Both initiatives and our amazing colleague-led networks aim to drive allyship, awareness and support to ensure E.ON is a place where everyone belongs and can be their best self.”

Anthony Ainsworth (he/him), COO, npower Business Solutions



The OffCentre

Created by the adaptABILITY Network, The OffCentre is a powerful, immersive experience that highlights the challenges of both visible and invisible disabilities. Using sensory headsets, visual-impairment goggles and simulation vests, colleagues gain insight into conditions such as mobility issues and chronic fatigue, reinforced by real stories from peers.

The impact has been profound: 94% of participants felt more confident discussing disability, 93% about requesting adjustments and 87% about supporting colleagues OffCentre is helping drive real, lasting inclusion.



Step into the OffCentre



Empowering all voices

Through open dialogue, allyship and advocacy, our embRace network provides a safe, vibrant space for its more than 1,500 members, made up of colleagues from ethnically diverse backgrounds and their allies, to connect, share experiences and celebrate identity. The network's mission is clear: to build understanding, representation and opportunity so that everyone, regardless of race or ethnicity, feels a sense of belonging, safety and respect.

The network hosts a multitude of events at our offices for colleagues including religious celebrations for festivals such as Eid and Diwali; guest speakers, colleague blogs and onsite events for South Asian Heritage month and an intersectional panel for Black History Month covering topics across gender, neurodivergence, menopause, fertility and family.

embRace's impact extends far beyond our office walls. The network is not only fostering inclusion within E.ON UK but also driving positive change in the wider community. One powerful example is its campaign addressing the urgent under-representation of Black and Asian donors in UK blood donation. With fewer than 2% of UK blood donors identifying as Black - despite conditions like sickle-cell disease disproportionately affecting African and Caribbean heritage communities - embRace took meaningful action. Through awareness campaigns, community storytelling and internal engagement, the initiative inspired 61 colleagues to register as new donors, resulting in 60 donation bookings, potentially contributing to up to 183 lives saved.

This year, embRace was recognised as Ethnicity Employer Resource Group of the Year at the European Diversity Awards - a reflection of the incredible passion, leadership and real-world impact of its members. From awareness-raising events to tangible career development and community outreach, the network continues to set the standard for meaningful, sustainable inclusion.



“As Chair of the embRace network, I'm delighted by everything we do to champion safe spaces where all colleagues can engage in conversations about racial equality. Highlight of the year for me, was our network winning Employee Network / Resource Group of the Year and being recognised by the TLC Lions Human Europe awards for the impact we're making to drive inclusion.”

Nicola Dormer (she/her), npower Business Solutions



Menopause Matters

Our Menopause Matters network, with more than 700 members from all parts of the business, drives awareness, reduces stigma and ensures colleagues understand the importance of menopause support.

A highlight is our menopause cafés, held three times a month, which provide safe, welcoming spaces for sharing experiences and peer learning.

Whether colleagues are experiencing menopause themselves, supporting others, or simply wanting to learn more, we want everyone at E.ON to feel informed and supported. By fostering a culture of empathy and inclusion, we are helping women stay, thrive and lead.

Our 270 Wellbeing Warriors provide guidance and signpost support. We've also developed accessible e-learning and a comprehensive Menopause Guide, covering symptoms, workplace adjustments and how to have supportive conversations with managers or healthcare providers.

Through Aviva DigiCare, colleagues can access nutritionist consultations, blood tests and follow-up discussions with a digital GP. We also provide Champion Health, which offers resources such as post-exercise stretching videos and healthy recipes. It's really important to us that our people have access to a wide range of support for both their physical and mental wellbeing.



Stepping up, not stepping away

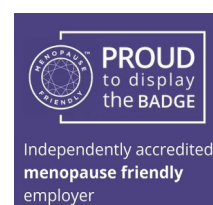
Every colleague should feel supported and empowered to shine at every stage of life. Supporting women through the menopause is not just policy for us - it's an essential commitment to inclusion and wellbeing.

We are proud to be the first energy company accredited as a Menopause Friendly Employer by Henpicked, recognising our work to address the impact of menopause on women's careers.



“E.ON were among the very first to act on menopause in the workplace back in 2017, when few others were even talking about it. They've kept going ever since, making a real difference for their colleagues and inspiring others to follow their lead. Their very well-deserved Menopause Friendly Accreditation in 2024, assessed by an independent panel, reflects their commitment, consistency and brilliance in showing how it's done.”

Deborah Garlick, Founder and CEO, Henpicked



workplace.

“Each month, our menopause cafés create a brave, safe and confidential space where colleagues share their stories of navigating peri and menopause. While some stories are positive, many reflect the real struggles women face especially in the

The compassion, support and camaraderie shown in these sessions are transforming how we talk about menopause at work. We're making it visible, understood, and supported.

Taking 'menopause matters' on the road this year, through expo events and team meetings, has meant these conversations are not only empowering women, but also educating the wider business on how to truly support one another and their friends and family outside the workplace.

Fiona Parkinson (she/her), npower Business Solutions



Leading with pride

At E.ON UK, we are committed to creating a culture where LGBTQ+ colleagues feel seen, heard and safe to bring their authentic selves to work.

Our Pride@E.ON Network embodies this commitment. It provides safe, empowering spaces to share stories, learn from one another and celebrate diverse identities. Now a community of over 1,200 members, the network continues to grow in reach and impact.

Monthly social events foster connection and solidarity, bringing together LGBTQ+ colleagues and allies to listen, learn and support each other. The network also curates blogs, articles and podcasts that amplify voices across the business. Beyond the workplace, we proudly take part in Pride celebrations in cities including Birmingham, Solihull and Nottingham, standing alongside colleagues, customers and communities.

Collaboration with other inclusion networks, such as Neurodiversity, Working Families and embRace, ensures intersectional stories and resources reflect the diverse experiences of our people.

This year, Pride@E.ON was honoured as Outstanding LGBTQIA Network at the British Diversity Awards, while our sponsorship of the Queer Student Awards supports future talent.

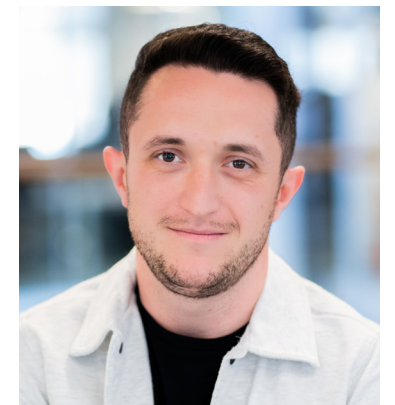
Together, we are building a workplace and a future where everyone belongs.



Proud to sponsor Solihull Pride

“ I’m proud to be part of a company that keeps its promises - protecting our workspace and amplifying LGBTQ+ voices and making sure everyone is seen, especially in uncertain times. We’re building safe spaces where everyone can be seen, heard and celebrated.

Callum Lovett (he/him), E.ON Next



“ Creating space where young queer talent can be celebrated is why our support of the 2025 Queer Student Awards meant the world to me. It says to them that we see you, we hear you and we support you.

Phil McQuillen (he/him), E.ON Next

“ From my first day at E.ON, I could see the difference: this is a place where people can truly be themselves and thrive. As a trans woman and member of Pride@E.ON, I’m proud to be part of a company that stands firm in its commitment to its people — no matter the political or cultural climate.

Rose Ruggiero (she/her), npower Business Solutions





Dan Geeson (he/him), Energy Infrastructure Solutions

“As a working dad, the flexibility E.ON provides gives me and my family the safety and security we need to thrive in a volatile economic climate. My flexible working pattern gives me valuable time with my youngest before he starts school and helps us navigate the school holidays a little bit easier.



As a part-time working mum and Employee Relations Policy Specialist, I've seen first-hand how E.ON's commitment to inclusion is more than just policy - it's lived experience. The progress we've made together is a testament to the power of our people, networks, and initiatives, which have helped shape a workplace where flexibility, belonging, and support are embedded in our culture.

Charlee Williams (she/her), People Function



As co-chairs of the Working Families Network, we are incredibly proud to be representing an employer that places significant value in the health and wellbeing of its colleagues.



Working families

We support colleagues as whole individuals, recognising that balancing work and family life can be challenging. As a hybrid organisation, we offer flexibility in where and how colleagues work, whether at home, in the office or a mix of both. Flexible hours, job shares and tailored arrangements help colleagues manage family responsibilities, from school drop-offs to milestone events.

Our policies go further to support families when it matters most, and we work collaboratively with our Working Families Network to help shape them so they reflect the real experiences of parents and carers. We provide 18 weeks equal parental leave at full pay, unlimited fertility leave and this year we introduced 12 weeks neonatal leave for parents whose babies need extra care in their first weeks. We also offer a Parenting Journey guide with resources and practical advice for colleagues and managers.

The Working Families Network itself fosters community and support for parents, carers, foster carers, adoptive parents, grandparents and step-parents. Meeting twice monthly, its cafés provide a safe space for its 800 members to share experiences and discuss topics such as maternity and equal parental leave and returning to work. The network also runs awareness events, including during Mental Health Awareness Week and World Child Loss Week, helping to raise visibility of the diverse challenges families face.

In partnership with the national charity Working Families, we continue to strengthen our inclusion network and ensure colleagues have the resources they need. In recognition of this commitment, in 2025 E.ON was included by Working Families on its highly regarded list of top family friendly and flexible employers.

By providing support, flexibility and understanding, we are helping colleagues succeed in their careers while being present for their families when it matters most.



Faith enriches our workplace

Our Christian Network, which now has more than 200 members, places a strong focus on deepening engagement and creating opportunities for colleagues to connect and celebrate their faith in inclusive and respectful ways.

Planning is now underway for the first-ever E.ON Christian Network Conference, taking place at our Group Headquarters in Essen. The conference will celebrate the value of bringing our whole selves to work and the positive impact that faith, when expressed with openness and respect, can have on our people and our business.



“The Christian network at E.ON matters because it reminds us that we’re not just employees, we’re people with values, beliefs, and a desire to make a difference. It helps us lead with humility, courage, and integrity, which are qualities deeply rooted in our faith. Above all, it encourages

a mindset of service: we’re here to serve, not to be served, and the network helps us live that out in our work and relationships. Not every organisation creates space for faith in the workplace, so we don’t take this for granted, we feel truly blessed to be part of a company that embraces who we are.

Emma Pocknell (she/her), npower Business Solutions



Building a workplace that supports carers

We recognise that colleagues caring for family or loved ones face unique challenges and we’re committed to ensuring carers have the support they need to advance at work without compromising personal responsibilities or career aspirations.

In 2025, we proudly marked Carers Week, centred on equality and the importance of ensuring carers have the same opportunities to succeed as everyone else.

A key initiative is our Carers’ Passport, which allows colleagues to document caring responsibilities and open conversations with managers to agree flexible arrangements that make balancing work and care more manageable. Developed with input from colleagues who are carers, it ensures support is relevant, empathetic and practical.

We also provide My Care Concierge, a free service offering practical resources and guidance on elder care, from financial support to choosing nursing homes.



Fertility Forum

The Fertility Forum network provides a dedicated space for colleagues to share experiences and find comfort in community. It recognises the many ways people approach fertility treatment, whether due to infertility, health conditions or same-sex relationships. The network includes Fertility Friends, colleagues with lived experience who offer advice and empathetic support.

Regular webinars with external speakers further create opportunities for the network's 200+ members to connect, learn and ask questions.

In recognition of our progress, E.ON has been accredited as a Fertility Friendly Employer, reaffirming our commitment to building a supportive and inclusive workplace for everyone.



Connecting, listening and supporting every story

We are committed to ensuring colleagues feel supported, understood and less alone when it comes to navigating a fertility journey.

We offer unlimited fertility leave for both partners, giving colleagues the time and peace of mind to attend appointments and manage the emotional complexities of their journey. We also partner with Fertility Matters at Work to provide training on having sensitive, respectful conversations, and have created a guide covering fertility treatments, surrogacy and adoption to help colleagues make informed decisions and access support.

“In recognition of our progress, E.ON has been accredited as a Fertility Friendly Employer, reaffirming our commitment to building a supportive and inclusive workplace for everyone.”



“Co-founding the Fertility Forum has been a deeply personal and meaningful experience for me. My own IVF journey showed me how isolating fertility challenges can be and just how vital compassion and understanding are in the workplace. By sharing my story and helping to raise awareness of the unique challenges of infertility, I’ve seen how this can empower managers and colleagues to better understand the emotional and physical impact of fertility struggles and to provide the right support when it’s needed most. Through our Fertility Friends, training, and open conversations, colleagues on their own fertility journeys have been able to feel truly seen and supported. Knowing that our work has not only helped individuals but also shaped company policy is something I’m incredibly proud of.”

Laura Wattley (she/her), Commercial Services

We're delighted that Laura's leadership in driving our Fertility Forum and fertility policy has been recognised at the Inspirational Women in Law Awards, where she was named In House Lawyer of the Year.



Empowering Women, accelerating change

Encompassing both development and inclusion, our network for gender equality, Fast Forward, is focused on improving gender equality, driving inclusion and supporting women’s career development.

Fast Forward creates opportunities to learn, grow and build new skills but also to network and connect with colleagues from across the business. At the current pace, global gender equality is 99 years away. We want to press Fast Forward on that.



“ I have the privilege of chairing the Fast Forward network, which promotes gender balance and diversity in our organisation, working closely with executives and board sponsors. This role allows me to influence discussions around policies, lead events and deliver initiatives that create tangible opportunities for colleagues.

2025 has seen the fifth cohort of our Women in Leadership programme, with 150 colleagues participating in the programme this year. By the end of 2025, we will have supported over 500 colleagues in total - a fantastic milestone that demonstrates our ongoing commitment to developing and empowering future leaders.

Being able to continue and expand that work at a strategic level is incredibly rewarding and something I’m very proud of.”

Sam Woods (she/her), Energy Infrastructure Solutions

Breaking down barriers

By joining forces with The Purpose Coalition – a network of forward-thinking organisations committed to driving positive social change – we are reaffirming our mission to ensure everyone can be part of the energy transition, and that no one is left behind.

Through this partnership, we have mapped our customer, colleague, and community best practice against a number of the Purpose Goals and published our joint Social Impact Reports: People, Power and Purpose in 2024, followed by Place, Partners, Progress in 2025. These reports measure our progress in tackling inequality and embedding social mobility into our strategy, showing that inclusion and fairness are not optional extras – they are central to how we power change.

This partnership with The Purpose Coalition underlines that our ambition goes beyond business. It’s about demonstrating that clean energy and social progress can move forward together.



“ E.ON UK is showing what inclusion really looks like in practice – not as a project, but as a mindset that runs through everything it does. From opening up green career pathways and supporting young people in communities like Coventry, to ensuring colleagues from every background can thrive, E.ON is setting the standard for how social mobility and business purpose can go hand in hand.

Rt Hon Justine Greening (she/her), Chair of The Purpose Coalition and Former Secretary of State for Education

Scan to read Place, Partners, Progress: The Breaking Down Barriers Impact Report 2025



Our gender pay gap

Mean hourly
gender pay gap

12.9%

down 0.1%

Median hourly
gender pay gap

20.5%

down 3.7%

What is the gender pay gap?

Gender pay gap is a comparison of the average earnings for men and women and compares the mean and median for pay and bonus. Mean gender pay gap is the difference in average hourly pay between men and women, while median gender pay gap is the difference between the midpoints of hourly pay of all men and women. The gender pay gap does not relate to equal pay, which is covered by the Equal Pay Act, although reward can be a contributory factor.

It primarily reflects different roles across our organisation and helps us identify why these differences exist. Gender pay gap does not account for factors such as qualifications, experience or differences in reward between job families such as marketing, HR, finance or engineering. Through tracking and better understanding the causes of gender pay gaps, we now also measure overall promotion rates and women's representation within roles as other important diversity measures.

Why we have a gender pay gap

The main causes of our gender pay gap are fewer women in leadership roles and more men in engineering and technical roles. 37% of our senior executive roles are now held by women – an increase of 7% over the last three years. And the number of women in middle management roles has increased over the last two years and is now almost at 40%.

More than 75% of our engineering and technical field roles are held by men. Due to their specialist and technical nature, these roles attract higher pay within the job market. When combined, the greater representation in our junior roles and lower representation in technical or engineering and senior executive roles drive our gender pay gap.



How are we addressing our gap

Using data insights and colleague voice - through listening and feedback - our approach is to create an inclusive culture where everyone feels valued, focusing on the areas that will have the most impact and create lasting positive change.

We're addressing some of the barriers women experience through our progressive approach to family friendly and flexible ways of working including equal parent leave, proactively supporting maternity journeys, women's health topics such as menopause and through our Fast Forward network and tailored development opportunities which address career barriers. Working with STEM Returners we're helping people back into purposeful roles following time out of work or after career breaks, addressing some of the challenges entering back into the workforce.

Family friendly and flexible ways of working for all

Our gender-neutral approach to our parenting policies ensure that both parents can benefit from the same paid time off with their new baby, and is inclusive of LGBTQ+ families, and those growing their family through surrogacy and adoption. We also provide up to twelve weeks neonatal leave, unlimited fertility leave and special leave for pregnancy loss for both partners helping to drive greater equality and enable a better balance for family life.

Flexible working principles are in place from day one of employment and are designed to enable flexibility across all our roles, with over 75% of colleagues saying they are happy with their working pattern.

Our coaching community provide support for women going on and returning from maternity leave to help plan and manage the transition. Over the last year we've updated and communicated our parenting guide which helps colleagues and their managers through their journey.



“ I became a parent for the first time in 2019 with the arrival of my son. Just as he was learning to take his first steps, the world went into lockdown. With my husband working long hours and the rest of my support network only available virtually, I had to balance work, parenthood and constant change in both areas of my life. It was a daunting time to be new to parenting. In 2021 we discovered we were expecting twins which was quite the surprise! They arrived safely that December, and life since then has been full of energy, learning and plenty of juggling. I still work full-time and wouldn't be able to if it weren't for the level of flexibility available at E.ON and the support of my managers. Flexibility, understanding, and encouragement have made a real difference to my family and my career. Having the option to work flexibly meant I could continue progressing professionally without sacrificing time with my children. It allowed me to manage the realities of parenting whilst staying engaged and productive at work.

Becki Boulton (she/her), E.ON Next

Tailored development, led by our Fast Forward network

Along with representation, promotion rates are an important measure to help understand where possible barriers exist. Throughout the last year, women's and men's promotion rates are tracking at the same rate, with women receiving more promotions within junior grades.

Based on lived experience and best practice, and created with our Fast Forward network, our bespoke Women in Leadership development programme has been delivered to over 500 women and continues to improve promotion rates, with previous cohorts' promotion rates uplifted by 9%.



“ An amazing experience giving me the opportunity to revitalise my old skill sets and empower me to bring more value to E.ON in my current role. My catchphrase has been “getting old Nicola back” and I’ve really enjoyed taking time to properly work on my own development. Also hearing stories from other female colleagues sharing their career experiences along with cultural differences has been very insightful. I will continue utilising my skills, supporting my colleagues and making a difference.

Nicola Morrice (she/her), Energy Infrastructure Solutions

“ Participation in Women in Leadership initiatives has enhanced my confidence both personally and professionally. Additionally, it has provided valuable networking opportunities.”

Rochelle Harrison (she/her), Digital Technology



“ Learning to build better relationships with women and learning more about how important it is for all types of women to be in spaces traditionally filled by men, started in me a confidence I didn’t know I had. I couldn’t be more thankful for the opportunities to push myself that Women in Leadership have given me.”

Kimberley Vallance (she/her), E.ON Next



Our ethnicity pay gap



Why do we have an ethnicity pay gap?

Ethnically diverse representation within senior executive roles has been above target throughout 2025 and is now 16%. The main drivers of the gap are strong representation within junior roles (29%) and lower representation within our middle management and senior executive roles. Our disclosure rate (the percentage of colleagues who have shared their ethnicity with us) is 95%, meaning our data is highly reliable.

The drivers of ethnicity pay gaps are different to gender, although gender can play a part. Gaps are a combination of social and organisational factors such as barriers to opportunity, lack of role models and lower representation. Overall, our representation is far above that of the UK population at 26% (latest census data gives UK population as 18% ethnically diverse). Energy Specialist roles make up the vast majority of our workforce and our representation here is 32%.

Other drivers of our ethnicity pay gap are differences in representation within job families and departments. Our Digital Technology, npower Business Solutions and Commercial Services functions also have strong representation, but this representation is lower within engineering and technical roles. Mean ethnicity pay gap is the difference in average hourly pay between white and ethnically diverse colleagues. Median ethnicity pay gap is the difference between the midpoints of hourly pay of all white and ethnically diverse colleagues.

How are we addressing our ethnicity pay gap?

We use a similar approach to tackling our gender pay gap, using problem solving tools, understanding colleague experiences through listening and feedback to help identify the key barriers to belonging and career development.

We've also worked with an external partner Involve, to deliver further development programmes for 25 colleagues this year, again with improvements to confidence, belief and increased promotion rate. Our development networks and apprenticeships also show strong representation of ethnically diverse colleagues, showing equity in access to these opportunities to grow skills, helping to build a diverse and sustainable talent pipeline and beginning to overcome some progression gaps.

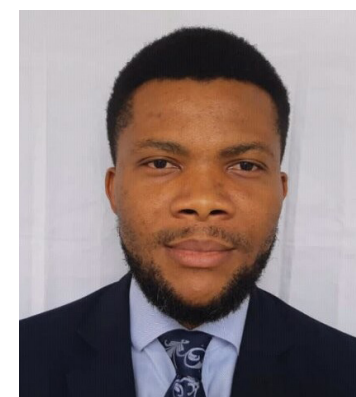


Respect Matters

Colleagues told us they didn't feel confident dealing with microaggressions, and help was needed to educate people about their impact. Our Respect Matters training has been refreshed and updated to provide practical tools to recognise and challenge bullying, harassment and microaggressions. It also reinforces the importance of a speak up culture, ensuring everyone feels safe and supported to raise concerns.

Over 1,000 colleagues have received active bystander training as a preventative programme empowering them to identify spot, call out and prevent any type of harassment.

The embRace Ambassador Network is a network of colleague volunteers who bring the principles of Respect Matters to life, creating spaces for open dialogue and driving positive change across teams.



“Each embRace session unleashed the confidence I had not only in myself but also in E.ON. It shows that E.ON not only talk the talk but also walk the walk. embRace has given me wings and now I am flying. The facilitators were amazing, and I would recommend this for anyone who feels lost in the crowd.”

Oluwatosin Talabi (he/him), Corporate Audit



“The ambassador scheme is something the embRace network really believes in and can make a significant difference to people's lives at E.ON. Our goal is to offer people the opportunity to speak to someone who won't judge and will support them with any situation they may be experiencing. It could be as simple as feeling lonely or lost at work, but also more serious situations where colleagues are victims of bullying or discrimination. I hope we can continue to develop and grow this community into something special.”

Jude Topham (he/him), E.ON Next

embRace Your Talent
Career progression and visibility are at the heart of embRace's purpose. Through the flagship embRace Your Talent development programme, the network is playing a major role in supporting ethnically diverse colleagues to advance in their careers and achieve their goals.

Developed in collaboration with our Diversity & Inclusion and Learning & Development teams and the embRace Steering Committee, the programme equips participants with the skills, networks and confidence to progress. Over the past six months alone, 60 colleagues across the UK have taken part in mentoring, skills workshops and personalised career-coaching initiatives.

Already, we're seeing a positive uplift in promotion rates among participants. Reinforcing that with targeted development and equitable access to opportunity, colleagues can break down barriers and achieve their goals.



“Through the embRace Your Talent programme, we’ve seen the profound impact of investing in our Black and ethnic colleagues, fostering a culture of inclusion that drives our company forward. By nurturing diverse talent, we’re not only elevating individual potential but also strengthening our collective innovation, collaboration, and growth in the diversity and inclusion space.”

Darryl Osei-Kufour (he/him), People Function



“As an ‘embRace Your Talent’ ambassador, I discovered that true fulfilment comes not just from owning my strengths, but from being the guide that helps others unlock the magic in their own potential.

Diana Gkarliaridis (she/her), E.ON Next



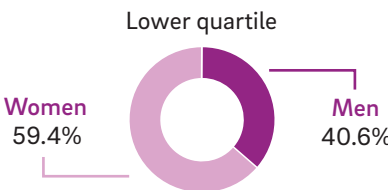
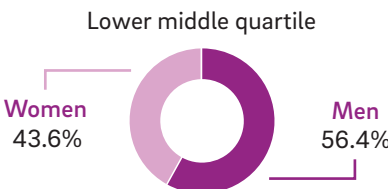
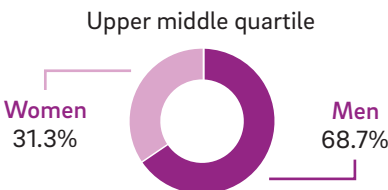
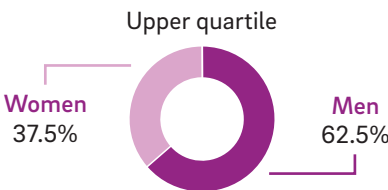
Gender pay results for legal entities

	E.ON UK	npower
Mean hourly gender pay gap	13.9%	11.9%
Median hourly gender pay gap	24.1%	12.4%
Mean bonus gender pay gap	33.3%	37.7%
Median bonus gender pay gap	57.1%	39.2%
Percentage of women receiving a bonus	78.9%	84.3%
Percentage of men receiving a bonus	74.4%	80.5%
Women’s upper quartile	36.8%	40.3%
Women’s upper middle quartile	23.0%	48.9%
Women’s lower middle quartile	50.0%	54.9%
Women’s lower quartile	61.9%	56.8%
Men’s upper quartile	63.2%	59.7%
Men’s upper middle quartile	77.0%	51.1%
Men’s lower middle quartile	50.0%	45.1%
Men’s lower quartile	38.1%	43.2%

Our pay gaps in numbers

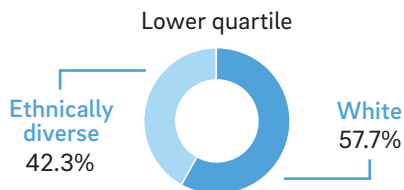
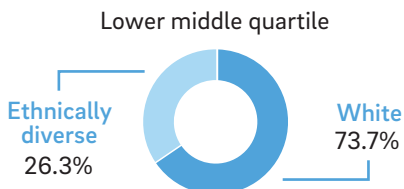
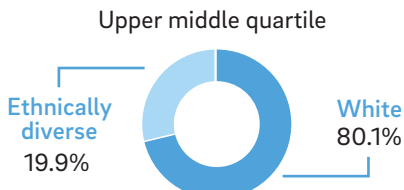
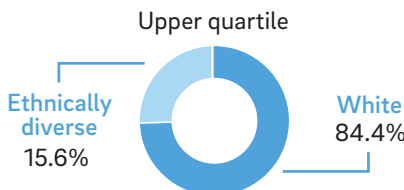
All E.ON UK Gender pay gap data

Mean gender pay gap **12.9%**
Median gender pay gap **20.5%**



Ethnicity pay gap data

Mean ethnicity pay gap **20.4%**
Median ethnicity pay gap **26.8%**



Bonus

Mean is **32.9%** Median is **48.9%**

% receiving a bonus

Men **75%** Women **79.6%**

Bonus

Mean is **41.6%** Median is **57.1%**

% receiving a bonus

Ethnically diverse **69.3%** White **79.6%**



Becky Percy (she/her), Liz Warbrick (she/her),
Darryl Osei-Kufour (he/him), Diversity and Inclusion, E.ON UK

Thank you

Thank you for joining us through our 2025 Inclusion Report. The stories, figures and reflections you’ve read are more than milestones – they are evidence that inclusion lies at the heart of how we build a new energy world that works for everyone.

In the face of the global energy transition, we believe our sustainable future must be an equitable one. To deliver for people and planet, we need diversity of thought, perspectives that reflect the society and the communities that we serve and represent.

Our sincere thanks go to all colleagues across our organisation, and to our external partners, who all work hard every day to make a difference – this is a journey that belongs to us all and we’re so proud and thankful for the difference we’re making together. Our special thanks and gratitude go to our network leads and sponsors, who act as the voice of under-represented communities, celebrate our diverse backgrounds and experiences and help to make E.ON a better place to work.

Together, we can continue our work towards a more inclusive future where everyone is respected and can thrive.

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