

Gender pay report 2025; Good Energy

Everything we do at Good Energy is underpinned by the values of fairness and inclusion. We believe a diverse workforce leads to a better business, one that is more in touch with our customers and other key stakeholders. As part of this our aim is to have a balance of men and women at all levels, paid fairly and equally.

Context for our 2025 Report

From 2024 to April 2025 Good Energy acquired three Services Solar businesses, these now combine with our two previous acquisitions and make up our services side of the business, this spans across Heat and Solar, employing 164 people. Services sit alongside our Supply Business employing 314 people. The roles within our services businesses are principally held by engineers and electricians. For the purposes of this report, the total staff numbers across Good Energy (Supply and Services) is 478.

Our pay and bonus gap

Our overall mean pay gap for Supply and Services was 13.96%, and for bonus 43.91%. The median gap for pay and bonus respectively was 15.45% and 18.91%. The mean gap is calculated by adding all men's pay together and all women's pay together and dividing by the total number within each group. The median is the mid-point of men and the mid-point of women. This gap exists because we have more senior men in higher paid positions vs women. Indeed, in our Senior leadership team, we have only two women out of 9 at the time of reporting. Our bonus gap is further pronounced by the fact that larger bonus payments are paid to those in larger more impactful roles which are, as described, currently overly dominated by men.

Fair and equal pay

It is very important to note we pay men and women in like sized roles, fairly and equally. We benchmark roles of similar size and impact externally and internally. This is so our pay is fair against the market, and so roles of a similar size and impact are paid equally internally. We also have a broad grading system (A to E) with roles of similar size and impact grouped, and pay levels and benefits broadly aligned. The table on the next page shows average pay for men v women by grade. In grades A to C we have a very marginal difference between men and women, based on the very low differential we remain confident of pay equity. As we move into higher grades we see a bigger shift in average pay towards men. This is due to highly technical roles demanding greater salaries in the market as competence increases, and a large portion of these roles being held by men, both in the market and internally. The differentials in average pay by grade are monitored closely to ensure they remain marginal.

How are we improving and addressing the gaps?

Given the marketplace for many of the senior and technical roles we need is dominated by men, we are pursuing a long-term strategy to close the gender pay gap. This involves 3 key areas of focus:

1. Developing our own women internally;
2. Creating a workplace that is attractive and supportive for women;
3. Having inclusive and bias free recruitment and selection processes.

This has resulted in our mean gender pay gap for Good Energy Supply and Services improving from 18.3% in 2024, to 13.96% in 2025.

Developing our women

We closely monitor the numbers of women we have at each level in the business, and we run a series of active development programmes which are having a significant impact on the numbers of women moving into more senior roles. This includes an early career development programme, leadership programmes and executive coaching. Out of 84 promotions in the last year, 62% were women. We also offer 'transition' coaching for women and men returning from work after long absences, like maternity or parental leave. This has a particularly beneficial impact on our return-to-work rates with 78% of our women coming back to work post maternity/adoption leave. We have seen a consistent increase in the number of women moving into management roles, with the result that 47% of our managers are women. At the level of our heads of function (under director) we have increased the % of women from 10% to 39% in the last 4 years. This is particular good progress as it creates a pipeline for our director roles, allowing us to better balance the organisation at the most senior level over the coming years.

Flexibility at work

We know that flexibility in working hours and location of work is a significant enabler for gender balanced workplaces. We offer a flexible working model across both Supply and Services; with our Supply side of the business supporting 50% of home-based contracts coming into the office between once a month and once a quarter. The other 50% are only required to attend the office once a week. As our Services staff are primarily field based, we offer flexibility where practicable, with field-based support roles being offered hybrid contracts, meaning they can flex time between home and office and field based having flexibility in working hours. We also offer a wide range of roles on a part time basis as well as a generous shared parental leave scheme which encourages men as well as women to share in caring for their babies and young children. We believe true workplace equality is only likely to be achieved when men play an equal role to women in caring for dependants.

Mental health and wellbeing support

We have a qualified team of mental health first aiders who offer personal guidance and support to other staff. Staff have free access to the Headspace app, as well as counselling services and online GP appointments.

Inclusive working practices

As inclusion is one of our values, we educate staff on what this means. This ranges from being very clear on behaviours for which we have zero tolerance (like harassment) through to creating a more complex understanding of how to embrace diversity amongst customers and colleagues. We have two 'signature skills' programmes which equip staff at every level with communication and coaching skills, both of which are enablers of an inclusive culture where people feel their contribution is valued.

Maximising our chances of hiring women

When attracting female talent, we make it clear we are an inclusive employer, showcasing development opportunities in recruitment materials. We aim for gender balanced shortlists and have transparent bias free selection processes.

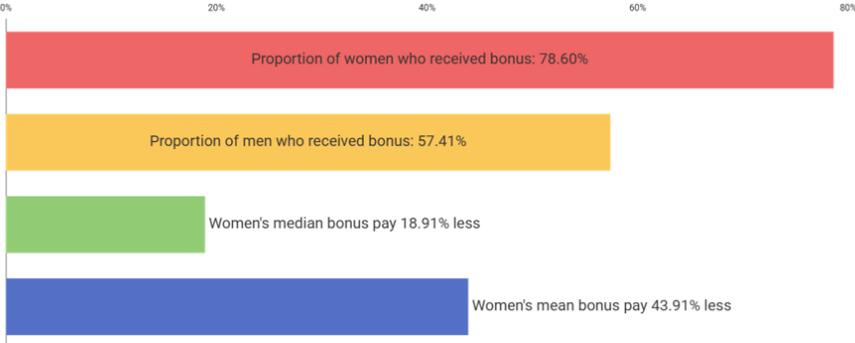
"Whilst we can see a welcome narrowing in our reported pay gap, two things are worth emphasising. Firstly, we have a clear track record of equal pay for equivalent roles - as we should have. Secondly, the only thing that will keep closing the gap is our ability to develop, recruit and retain women in senior roles. There are some signs that our approach is making positive difference, and it is one I'm very committed to continuing."



Nigel
Pocklington
CEO

Good Energy: Supply & Services

Proportion of employees receiving bonus



Proportion of men and women in each pay quartile

Group	Mean Pay Males (£)	Mean Pay Females (£)	Pay Gap (mean)	Pay Gap (median)	Percentage of Males	Percentage of Females	Contribution to Pay Gap
Lower quartile	12.62	13.12	-4%	-2.27%	47.86%	52.14%	-5.61%
Lower middle quartile	15.35	15.28	0.48%	0.36%	49.14%	50.86%	-4.96%
Upper middle quartile	19.89	20.09	-1.04%	0.19%	62.93%	37.07%	5.79%
Upper quartile	36.61	32.77	10.48%	4.44%	65.52%	34.48%	18.75%

% difference in average pay for men vs women by grade: Supply and Services

