

# Gender pay report 2023; 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 2023 Report

During the past year Good Energy acquired a heat-pump installation business employing 46 people, known internally as Good Energy Works. The roles within Works are principally held by engineers and electricians. This report shows Good Energy's overall gender pay gap in two ways: 1. Inclusive of the Works 2. Works only. Good Energy including Works has 320 staff.

## Our pay and bonus gap

Our overall mean pay gap (including Works) was 19.8%, and for bonus, 55.6%. The median gap for pay and bonus respectively was 20.3% and 15.3%. The Works team alone, have a mean pay gap of 19.3% and a bonus gap of 62.9%, with median gaps of 24.8% and 62.9% respectively.

## Why do we have these gaps?

It is very important to note that our data shows we pay men and women in like sized roles, fairly and equally – this can be seen in the table showing % difference in average pay across job levels. The main cause our gender pay gap relates to not yet having enough women in the types of roles which command the highest salaries. For example, we have nine director level roles at Good Energy, of which one is held by a woman. This is compounded by the importance of senior technical roles to Good Energy's strategy, particularly within technology and engineering – areas which are male dominated in the broader marketplace. 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.

## 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 which 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 (excl. Works) improving from 21.4% in 2022, to 19.1% in 2023. When the Works team are included the 2023 pay gap is 19.8%.

## 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, a first line leader development programme and an executive coaching programme, which our women find particularly beneficial. Out of 115 promotions in the last year, 56.5% were women, this equates to 25% of women and 19% of men promoted across our total business. 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 91% 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 37% in the last 2 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 next couple of years.

## Flexibility at work

We know that flexibility in working hours and location of work is a significant enabler for gender balanced workplaces. In the last two years we have moved to a highly flexible working model, with 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. 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 and so we are particularly supportive of men as well as women in taking up flexibility, including in senior roles.

## Mental health and wellbeing support

We have a qualified team of mental health first aiders who run an active programme of awareness building events as well as offering personal guidance and support to other staff. All staff have free access to the Headspace app, as well as counselling services and online GP appointments. In the last 12 months we have had a particular focus on women's health, with education and support programmes on subjects such as the menopause and baby loss.

## Inclusive working practices

As inclusion is one of our values, we educate staff within their induction 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. We have just launched a third 'signature skills' programme on inclusive working designed to help our staff be aware of and against bias in how they and others might work.

## 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.

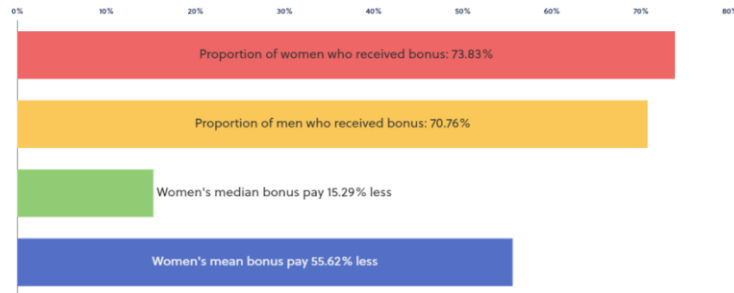


Board Level support for Women: Over 40% (3 out of 7) of our main Board is female, including myself. All our Board members are deeply committed to ensuring Good Energy continues its progress towards workplace equality and closing the gender pay gap.

*Françoise Woodward*  
**Françoise Woodward**  
 Chief Operating Officer

## Good Energy (incl. Works)

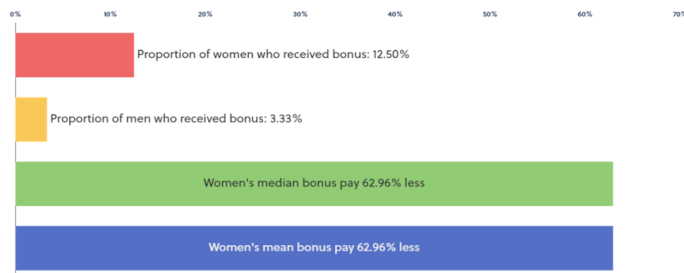
### Proportion of employees receiving bonus



### 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	11.97	11.79	1.48%	0%	45.00%	55.00%	-4.75%
Lower middle quartile	13.89	13.94	-0.35%	1.29%	49.37%	50.63%	-2.99%
Upper middle quartile	19.29	18.85	2.28%	4.43%	50.63%	49.37%	-2.4%
Upper quartile	35.30	32.00	9.35%	2.6%	70.89%	29.11%	29.96%

## Good Energy Works



### Quartiles

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	11.75	11.91	-1.4%	-1.28%	50.00%	50.00%	-8.8%
Lower middle quartile	14.42	14.65	-1.56%	-3.32%	54.55%	45.45%	-7.04%
Upper middle quartile	20.80	18.49	11.11%	4.1%	83.33%	16.67%	19.22%
Upper quartile	44.59	42.90	3.79%	0.05%	72.73%	27.27%	15.99%

## % difference in average pay

