



Introduction

RWE Supply & Trading is committed to being an inclusive employer. We believe that a diverse workforce and an inclusive culture support our business strategy. A high performing

diverse range of people bringing their skills, experiences and views together will help us to be more innovative and drive forward our global growth initiatives.

We are committed to pay equally when men and women do the same job. However, as with many organisations in our sector, the primary reason for the reported pay gap is that we have more men in more highly remunerated commercial and senior roles.

Gender forms a central part of our inclusion strategy. Through the actions we have implemented since our last report we have already seen the percentage of females within the organisation rising from 33% to 35%.

However, at RWEST, not only are we taking positive actions to address our gender imbalance, we also focus on all other aspects of diversity and inclusion to ensure everyone has the same opportunity to progress and be fulfilled at work.

We know that change will take time, but we take this commitment very seriously.

Michael Müller, CFO

Diversity & Inclusion

We have taken a thorough and systematic approach at all stages of employment, from recruitment all the way through the employee lifecycle, to ensure that diversity and inclusion is an integral part of our processes and embedded in our culture.

We are very proud of our inclusive culture and diverse employee population. Currently, 49 different nationalities are employed within RWEST! It's a culture where all employees can be themselves.

To attract and retain a broad range of talent and help us achieve our business goals, we want to be an organisation where people can make choices that are right for them. We are focusing on agile working, health and wellbeing, so that employees can better manage their work-life balance. This supports both men and women.

We recognise that our gender pay gap has not reduced from our previous year's submission, but we are confident our actions will over time help reduce the gap caused by gender imbalances, which are indicative of the sector we operate in.



Ulrike Pugh, Head of HR

Equal Pay

We're confident that men and women are paid equally for doing the same job. We regularly monitor the consistency of pay structures and benchmark role offers against the market. Gender does not play a part in this.

As part of the annual pay review, we ensure gender bias is not present by using extensive calibration panels. We actively conduct analysis to identify and, where required, address any gender pay gaps at job grade level.

Why do we have a pay gap?

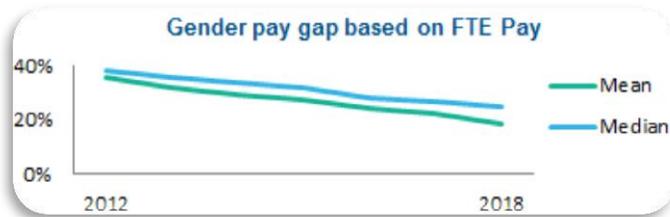
The pay gap figures, as reported under the regulations, include employees from across all our business areas. As well as having more men than women overall, we have a higher proportion of men than women in roles which are more highly paid. This leads to a gap, as demonstrated in the short animation available [here](#).

Our bonuses have a big impact on our figures. For employees in Commercial areas, bonus has the potential to form a large part of their overall remuneration package. We award bonus purely based on performance, and for trading desks this can vary dramatically from year to year. Strong performance increases our pay gap figures, due to the higher proportion of men than women in commercial roles.

24% of our female staff work on a part time basis compared to only 1% of male staff. For the bonus pay gap reporting, the legislation requires us to report on actual

bonuses paid. No adjustment is made for part time hours or absences such as maternity leave that affect bonus.

While we recognise the reporting requirements under the regulation, we believe that looking at full time equivalent base pay (“FTE Pay”) is vital: this reflects pay before any deductions and without the impact of bonus. Our mean pay gap using this method is 19%. We’re proud that this gap has been reducing year on year, but we will continue to address the key cause of our pay gap: the imbalance of men and women in senior and commercial roles.



What action have we taken?

Supporting our Young Talent

We’re proud that we have increased the focus on our young talent programmes which include Graduate and Year in Industry schemes across the business, as well Apprentices. We aim to increase the number of women across these programmes and this is already having an positive impact – the proportion of women in our



global graduate intake has more than doubled over the past year.

Over time this investment into young talent will help boost women in the talent pipeline.

Recruitment

We have thoroughly reviewed our attraction and selection processes and implemented a number of positive changes including:

- ✓ reviewing the language and format of our job adverts
- ✓ encouraging flexible working patterns
- ✓ more diverse panels in shortlisting and interviews
- ✓ revisiting shortlists to help to avoid unconscious biases.

Health & Wellbeing

We promote health and wellbeing at work under the banner “Wellbeing @ RWEST” which covers a wide range of initiatives. These existing wellbeing initiatives have been enhanced recently with the introduction of Mental Health First Aiders at each site.

Inclusive Environment

We celebrate Diversity Day annually to raise awareness of diversity and inclusion initiatives to all employees; sharing successes, best practice and information. In addition we recognise international days such as the International Day of Disabilities and religious days throughout the year.



The Diversity & Inclusion Steering Committee, which includes our UK Country Chair, Head of HR, Diversity Champion and other leadership team members, sponsor and support our diversity initiatives. A diversity working group made up of volunteers from across the business works on these global initiatives.

Unconscious bias training is being piloted with managers from across the business focusing on all aspects of people management including recruitment, work allocation, performance management, and people development. This is intended to mitigate biases that are potentially affecting decision making in these areas.

Employee Networks

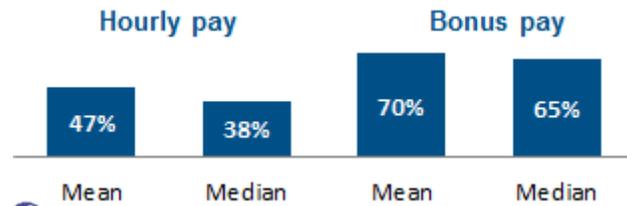
We have an active Women’s Network across the company, founded and voluntarily managed by employees and with frequent local and global initiatives. These have included popular ‘Career Stories’ events where female role models from across the business share their career journeys and hints and tips for success, and a Maternity/Paternity workshop which explored and acted on employee feedback.

External partnerships with organisations such as the Employers Network for Equality & Inclusion (ENEI) support our diversity initiatives. We became members of Women in Science and Engineering (WISE) to help increase our visibility with potential female talents. During 2018 we participated in an Energy UK roundtable on increasing diversity in the energy sector.



Reported figures

The **gender pay gap**, as reported under the regulations, looks at the difference in the pay between male and female employees. The RWEST figures show that overall, our female employees earn less than our male employees. For example, a 38% gap indicates that for every £1 earned by men, women earn 62p.



The mean gap is the difference between the average hourly earnings of men and women. The median gap is the difference between the midpoints in the ranges of earnings of men and women. Figures are expressed as a percentage of men's pay.

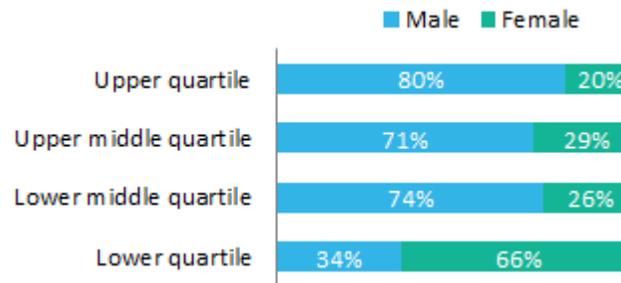
Hourly pay includes all types of pay in the snapshot month (April 2018), as well as any bonus in the year up to that point. It excludes salary sacrifice amounts.

Bonus pay looks at the actual amounts of bonus paid and does not take any reduction due to part time hours or maternity leave into account.

Across the company, we employ more men than women:



The quartiles analysis, as reported under the regulations, shows that fewer women than we would expect, based on the overall distribution of men and women, take higher paid roles. More women than men take roles that pay the least:



The **quartiles** analysis uses the hourly rate figures. The hourly rates are ranked from highest to lowest then split into four groups with the male/female split shown for each.

Looking at our grading framework shows that fewer women take our Commercial and senior roles, thus leading to the reported pay gap.

	Male	Female
Executive	72%	28%
Senior or Professional	72%	28%
Junior or Entry	38%	62%
Commercial	80%	20%
Business Support	55%	45%
Overall in RWEST	65%	35%

All our employees are entitled to start earning a **bonus** from the day they start with us. However, our bonuses are paid annually after the end of the year, which means that some employees will be included in the pay gap report as they were with us in April, but will not have received any bonus if they joined after December.

