



## Introduction

Welcome to the 2020 RWE Supply & Trading pay gap commentary.

Our reported gender pay gap figures continue to show a significant pay gap, which, as we have previously confirmed is due to an **imbalance of men and women** in our more highly paid senior roles and commercial business functions. RWEST remains focussed on **inclusiveness**, supporting all employees to make the best use of their skills and experience regardless of gender, and to reduce the gender imbalance. Diversity and inclusion remains a key part of our culture.

Michael Müller, CFO



We continue to develop initiatives to **encourage** more women into the business and **support** their development into more senior and commercial roles. We also focus on ensuring an inclusive working environment so all employees feel supported and valued. As an international business this is really important to us, and I believe that the diversity within RWEST and our inclusive culture is one of our key strengths.

Ulrike Pugh, Head of HR

## Equal Pay Analysis

The gender pay gap looks at all men and compares their pay against all women. We analysed our pay gap more effectively by looking at the salaries of people doing **work that is similar**. Only comparing people on a like for like basis can give a true insight into equal pay.

## Equal Pay Findings

We clustered our employees together based on factors including the type of work they do and their grade. We identified 24 different clusters, 3 of which had no women in them. We compared the average salaries of men and women in the remaining 21 clusters:



We consider there to be no gap where the difference is less than 5%.

Clusters with small numbers of people can easily be influenced by one or two outliers. Our biggest gap in favour of men was 15.4%, which was in a very small cluster. In our biggest cluster the pay gap is **3.0%** in

favour of women. Of the clusters we could analyse over **76%** of our employees work in clusters with **no pay gap**.

## How can we have a gender pay gap if we pay equally?

We know that we have a much higher proportion of men than women in the more highly paid trading roles. When we report the gender pay gap, the average for all men is higher than the average for all women due to this imbalance.

## What action have we taken?

Our recruitment practices and processes are constantly reviewed.

- When advertising roles, the skills and experience relevant to the role are detailed. Where flexible working is possible this is clearly stated
- Structured interviews are used for internal and external recruitment
- Decisions on base pay are always based on the individuals' skills and experience

Unconscious bias training remains a key topic for us. We offered a virtual debiasing taster session as part of our annual Diversity Day in May 2020 for employees across the RWE Group. In addition the global HR team has received training in bias in recruitment, performance and general business such as meetings, so that they can provide support and challenge managers if observing any bias during these processes.

# RWE

To drive our longer term targets of gender, age and internationality we continue to expand our Young Talent programmes. Through introducing a wider range of Graduate and Apprentice schemes this has expanded the appeal to female talent pools and positively impacted the number of females across all programmes.

We have:

- Reduced any gender bias in the selection process by looking at it from end-to-end, from application questions through to the assessment centres
- Trialled video interviewing to widen accessibility
- Targeted a wider range of universities and careers fairs
- Used RWE's social media channels to highlight the company ethos and demonstrate diversity within the workplace



2020 Graduate Networking Event (pre Covid)

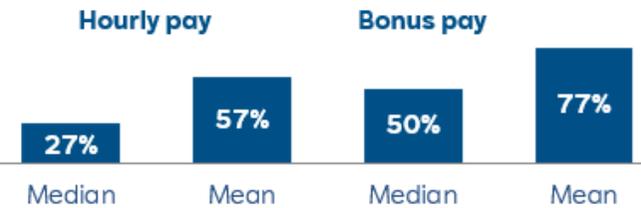
We continue to actively track female progression within RWEST, with quarterly reporting to the Board of the number of female compared to male appointments, grade, internal appointment ratios of male and females, and the number of part-time employees. This proactive approach enables analysis and discussion at a senior level and delivery of actions if required.

To support women's career development within RWEST, in addition to the existing talent, succession and mentoring opportunities available, we have -

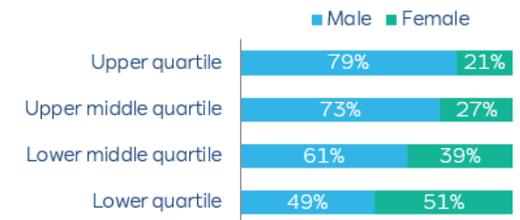
- Run a Career Confidence Workshop pilot for employees at all levels of the business focusing on removing any barriers and building confidence to achieve career aims. This was offered for men and women as we recognise a lack of confidence can affect all genders. We hope to add this to our Training Academy for 2021
- Our Women's Network is very active and offers a variety of events including Career Stories events featuring female role models from across the business, and the annual Group wide network event. During 2020 a series of Career Development workshops were run by Women To Work.

## Gender Pay Gap figures - April 2020

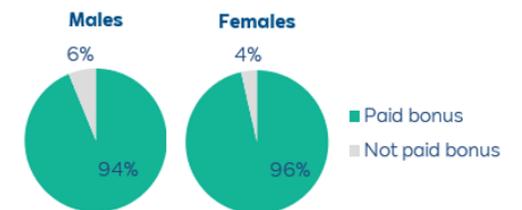
As published on gov.uk



The difference between the average pay of men and women expressed as a percentage of men's pay



The hourly rates ranked from highest to lowest then split into four groups with the male/female split for each group



The proportion of males/females who were paid a bonus