

Gender Pay Reporting 2024



At Natural Power we recognise that our greatest asset is our people.

Diversity & Inclusion is about making a sustainable and measurable difference to business performance and culture by creating a workplace where everyone feels equally valued. At Natural Power, we believe there's a strong moral and commercial case for doing so. Diversity within the workplace ensures a stronger, sustainable and valuable business therefore we need to maintain an environment which is desirable to all our people. Our priority is to appoint the best candidate for any given role, ensuring that we attract talent from the widest possible pool of potential employees.

The culture at Natural Power encourages everyone to be themselves as we continually strive to "help people succeed".

We recognise that reporting on gender pay helps to focus attention and encourages the market to work together to create a better balance. Our renewable energy consultants include engineers, analysts, environmental experts and project managers. Like many other science, technology and engineering companies the majority of these roles have mainly been male dominated. To achieve our organisational goals we need to attract, retain and harness the skills of all our talented people, both men and women. We hope to do this by building an inclusive culture that celebrates diversity of thought, innovation and challenge, so that all of us may flourish. Our gender pay gap is just one of the ways in which we can assess the progress we make across our diversity and inclusion agenda.

Pay gap (data as at April)	2024	2023	2022
Difference in mean hourly rate of pay	18%	15%	14%
Difference in median hourly rate of pay	17%	14%	6%

Unlike equal pay which refers to paying a man and a woman the same amount for the same, or similar work, a pay gap is the difference in average pay between men and women in an organisation. It is the result of gender imbalance - having more women in junior roles or fewer women in senior roles, relative to men. This means that having a pay gap is likely to persist until organisations have fair representation of men and women at every level - something Natural Power are aiming to address.

Whilst the difference in the mean and median hourly rate of pay has increased slightly, we continue to employ more men than women in the UK and therefore representation at all levels of the organisation drives the main cause of our pay gaps. We are therefore committed to and continue to work on the measures we have put in place which are detailed in this report.

There continues to be a lot more work to do on this but since it involves progression through the company there is no quick fix

for this, and it will take time to eradicate the gap.

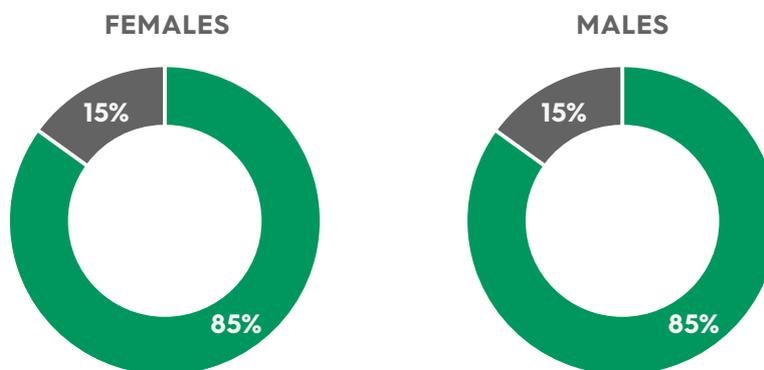
Proportion of male and female UK employees according to quartile pay bands



Over the last year the proportion of women represented in the lower quartile has increased by 1%, and by 4% in the lower middle quartile, whilst representation in the upper middle quartile decreased by 2%. Female representation in the upper quartile has seen an increase of 1%, again compared to the 2023 figures. The shape of our

organisation and wider industry influences our pay gaps and while we have seen an improvement in our lower quartiles there continues to be more work to do in the upper quartiles where changes have been slower. We recognise that these quartiles have the greatest influence on reducing our gender pay gaps.

Number of People Receiving a Bonus 2024



■ Proportion who received a bonus

Bonus gap (data as at April 2024)

Difference in mean bonus pay **40.01%**

Difference in median bonus pay **42.77%**

In 2023 our difference in mean bonus pay was 4% and our difference in median bonus pay was 0%. This was because of the timing of the payments. In 2023 only one bonus was paid, and the same amount was paid to everyone to help compensate for the rising cost of living in the reporting period.

In 2024 there were 2 bonus payments in the reporting period. Payments were made in May 2023 and March 2024. The higher representation of males in the UK, and at more senior levels in the business drives our bonus pay gap.

What are we doing about it?

Our People and Culture Strategy and the actions we are taking is underpinned by our Equality, Diversity and Inclusion initiatives. We do not believe in quotas or positive discrimination. We do believe in programmes and initiatives that attract the best talent and foster a culture that gives our people the opportunity to succeed.

Since our April 2023 report we have taken and continue to take actions to help ensure that we are addressing our data, recognising that we focus on taking the right actions rather than rush into unsustainable, quick fixes. Fundamentally we need to listen, measure and communicate our success. We care about building an environment where all employees have access to the same opportunities. We will continue to work towards this in our recruitment campaigns by ensuring that we select the right candidate for the role, through fair and balanced processes and continuous development opportunities, where merit alone determines who our future leaders are.

These actions include:

- In 2023 we ran a Staff Survey to further listen to our people. We developed an actionable strategy because of this and continue to work on these actions. We have committed to annual surveys going forward and are also working to deliver quarterly pulse surveys to we can continue to act on what we hear.
- We are completing a structured career development matrix across all areas of our business to provide transparent and structured career paths and to ensure equal pay for the same roles in the organisation.
- We continue to carry out internal talent reviews and link this with succession planning to monitor the advancement of females in the business.
- We have introduced a biannual promotion panel during 2024, and 45% of our promotions were for female staff.
- We provided our Global and Extended Leadership teams with Psychological safety training focussed specifically on behaviours and actions related to inclusion. This included mandatory face to face training for a large portion of our senior managers to ensure we continue to set the correct 'tone from the top. This programme will be rolled out to a wider cohort of staff managers during 2025.
- We delivered a range of STEM outreach activities throughout 2024 and employed over 30 new candidates in the early careers space which included graduate placements, summer work experience and industry placements.

- To support development for our female employees we continue to facilitate a Women in Leadership Programme and have increased the frequency of these cohorts. The aim is to enhance knowledge on leadership skills with an emphasis on being confident, utilising personal styles and understanding where individual styles add value. This programme allows employees to form a network to inspire confidence and self-esteem discussing issues that arise within the workplace. The feedback from the course continues to be very positive and we continue to work towards growing and inspiring even more female leaders that will hopefully progress into more senior positions.
- We are continuing with our Maternity Returners programme where prior to returning from maternity leave, mothers are offered 4 hours of coaching from an external provider, providing them with the confidence they may need for returning to the workplace following the birth of their baby. Upon returning to work following maternity leave, mothers are entitled to a returner's bonus payment of £400 per month (pro rata'd for part time employees) for 12 months subject to Tax and NI deductions, which may help contribute to childcare payments. The feedback we have received regarding these coaching sessions has been positive with individuals stating that the sessions have gone some way to retaining them within the business.
- We continue to review our recruitment campaigns and job adverts ensuring that the language and tone used is gender neutral to attract more female applicants.
- We introduced a buddy system for new joiners to help them to feel part of the business from day 1.
- We continued to embed our culture and behaviours and introduced a peer-to-peer recognition award scheme to recognise and reward great examples of where our teams and people show they are championing our values in their day-to-day work.
- We continued to focus on our Equality, Diversity and Inclusion strategy led by our EDI group by listening to our employees and using this valuable feedback to develop a plan tailored to our business and our people. Our plan reflects both our employees' views as well as the long-term Company ambitions in this important area.
- We updated and promoted our menopause support, which is supported by a menopause policy and practical support available in the workplace. In addition, our Employee Assistance programme now includes a tailored Menopause Healthline providing additional guidance and support.

Whilst we recognise there is more to do, we will continue to strive towards creating lasting change by continuing to listen to our people and working to continuing with our sustained effort to create an environment where our people thrive, and others want to be part of.

Declaration

I confirm that the information and data provided is accurate and in line with the UK government's Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.



Rob Brown, Managing Director