



UK Gender Pay Gap Report 2022

Working towards an inclusive workforce where everyone is rewarded fairly for the contribution they make to deliver our vision, as well as driving positive change in our wider society.

www.res-group.com/ourpeople

April 2023

We have a passion for what we do, to create a future where everyone has access to affordable zero carbon energy

We are committed to supporting everybody in our organisation and the wider renewables industry, no matter what their gender. With all our actions, we focus on creating an inclusive environment where diverse voices are heard and respected across our organisation.



Amanda White
Global Head of Diversity and Inclusion

We understand that gender equality will only be achieved when gender is addressed in relation to systemic, intersectional, and unconscious discrimination. We know that working towards gender equality requires us to include those who do not identify within the categories of male and female, such as people with non-binary identities. Although our current data falls into male and female genders for existing employees, we intend to present results for all genders in the future, when the data allows.

Analysis of Gender Pay Gap data is important because it allows us to understand trends, see the impact of the changes we are making, and helps us identify further focus areas to support our journey to gender equality.

I confirm that the information and data provided is accurate and in line with mandatory requirements.



What do we mean

Gender Pay Gap (GPG)

Hourly Pay Gap

The difference between the average hourly earnings of RES' male and female employees.

Example: If an organisation has a 5% Hourly Pay Gap, it means that women earn an average of 5% less per hour than men. A negative 5% Hourly Pay Gap would mean women earned an average of 5% more than men per hour.



Bonus Pay Gap

The difference between the average bonus paid to RES' male and female employees.

Example: If an organisation has a 5% Bonus Pay Gap, it means that women earn an average of 5% less bonus pay than men. A negative 5% Bonus Pay Gap would mean women earned an average of 5% more bonus pay than men.

Equal Pay

Equal Pay is where there is no difference to the pay of men and women who are performing the same role or work of equivalent value.

It is illegal to pay men and women different amounts for the same or equivalent work, the Gender Pay Gap report does not measure equal pay. Instead, our figures show the overall Gender Pay Gap, as well as the Bonus Pay Gap and the proportion of men and women in each quartile of the company.

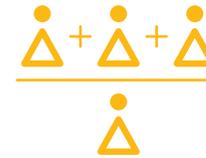
Quartiles

The Quartiles represent the proportion of men and women in four pay bands. The hourly pay for both men and women is arranged from the lowest to the highest and then divided as equally as possible into four quartiles:

- upper hourly pay quartile
- upper middle hourly pay quartile
- lower middle hourly pay quartile
- lower hourly pay quartile

Mean vs Median

The mean Gender Pay Gap is the difference in the average hourly pay for women compared to men.



The median Gender Pay Gap compares what the woman in the middle of the female pay range received with what the man in the middle of the male pay range received.



Regulatory vs Gross

The UK government requires private, voluntary and some public authority employers over a certain size to report their Gender Pay Gap. Employers report both their mean and median pay gap results and use a snapshot date of 5 April. They report and publish their Gender Pay Gap information by 4 April of the following year.

This means that the data in this report is from 5 April 2022 but is being reported in 2023.

The UK government asks that the Hourly Pay Gap is calculated based on gross salaries after deductions and salary sacrifice, but before tax.

At some points in the report, we will refer to the Gross Pay Gender Pay Gap. Gross Pay GPG compares gross salaries before tax, deductions and salary sacrifice. Whilst RES is not required to report this to the UK Government, we find it is useful because it removes any bias that might be introduced by salary sacrifice pension payments and benefits.

Why is it important?

How it occurs

The gap between women and men's average earnings is the result of social and economic factors that combine to reduce women's earning capacity over their lifetime. These factors include:

- Conscious and unconscious discrimination and bias in hiring and pay decisions.
- Women and men working in different industries and different jobs, with female-dominated industries and jobs attracting lower wages.
- Lack of workplace flexibility to accommodate caring and other responsibilities, especially in senior roles.
- High rates of part-time work for women.
- Women's greater time out of the workforce for caring responsibilities impacting career progression and opportunities.
- Women's disproportionate share of unpaid caring and domestic work.

Intersectionality

Intersectionality refers to the ways in which different aspects of a person's identity can expose them to overlapping forms of discrimination and marginalisation.

Gender inequality is not experienced in the same way by all women and men. Different dimensions of identity, including race, geography, sexuality, and disability can intersect and influence individual experiences and outcomes at work. Systemic discrimination and bias – both conscious and unconscious – can create inequalities at every stage of the employment cycle.

Research on intersectionality in the workplace is growing, but fragmented. Overall, it shows that women and men from diverse groups can face multiple and compounding disadvantages when participating and progressing in the workplace. These range from inequitable access to employment opportunities and compounding biases in recruitment and promotion to cultural barriers and increased likelihood of discrimination in the workplace.

Why do we act?

We have a responsibility to act as a role model and promote inclusion and equality of opportunity not only internally but also externally, making a positive social impact on the communities in which we work and within the wider industry.

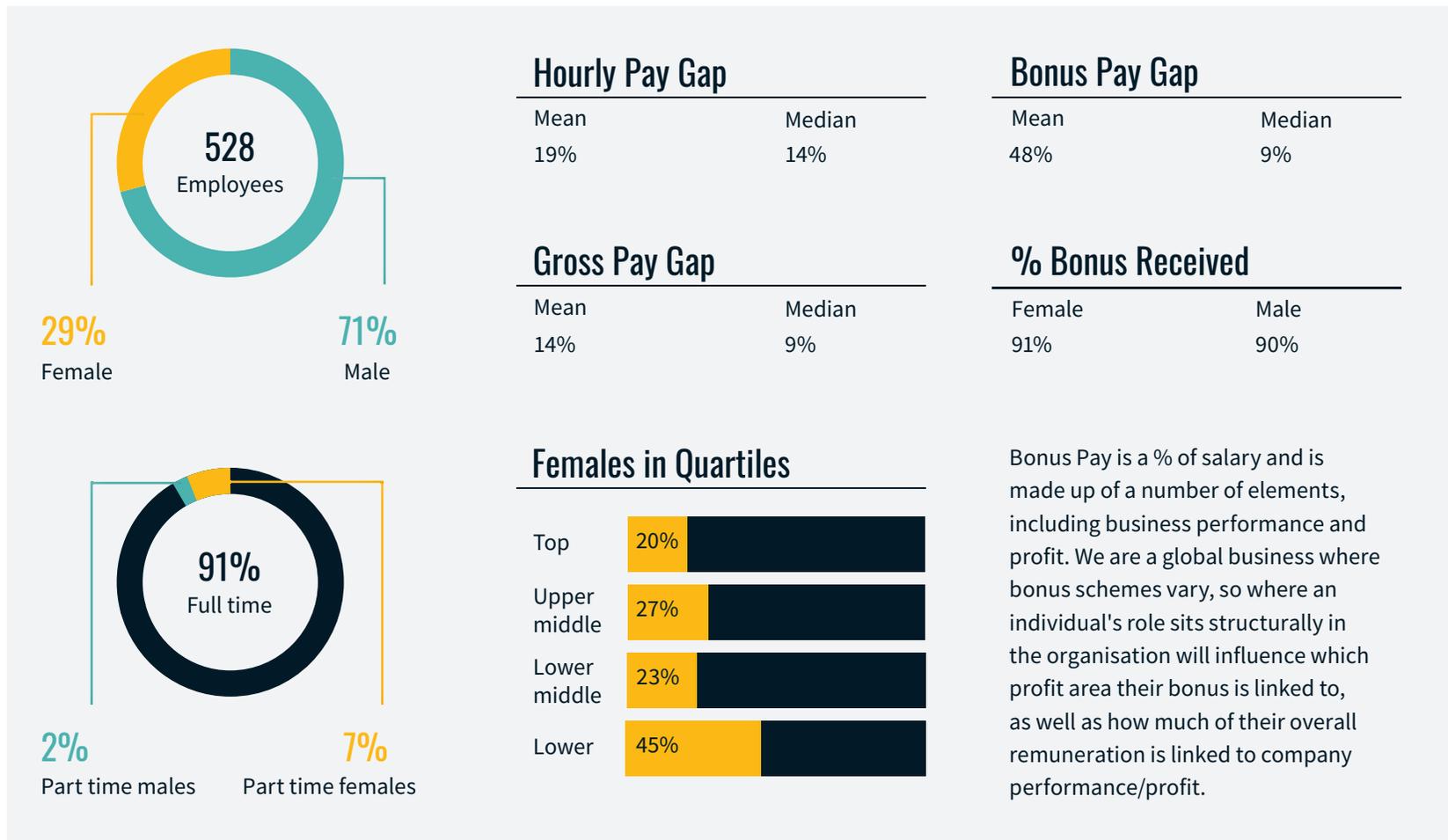
Achieving gender equality is important not only because it's fair and the right thing to do, but because it is also linked to a company's overall economic performance. Workplace gender equality is associated with:

- Improved national productivity and economic growth
- Increased organisational performance
- Enhanced ability of companies to attract talent and retain employees
- Enhanced organisational reputation

2022 Results

The progression of women in the workplace is key to our business and to our industry, and we continue to strive to create a better gender balance across our business. We will continue to use our employee driven networks, along with support from our Global Head of Diversity & Inclusion, as well as the business and senior leaders, to drive changes to our people policies ensuring they are inclusive, particularly our recruitment and promotion practices.

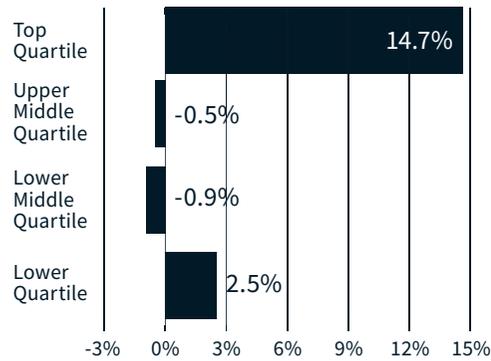
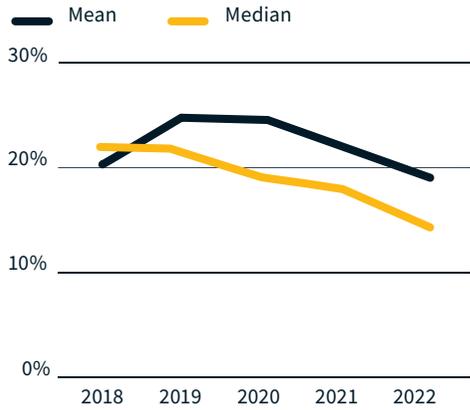
We offer a range of salary sacrifice benefits at RES which support working families, which may have an impact on the data and why we think Gross Pay Gap is a better reflection of our true Gender Pay Gap at RES.



Bonus Pay is a % of salary and is made up of a number of elements, including business performance and profit. We are a global business where bonus schemes vary, so where an individual's role sits structurally in the organisation will influence which profit area their bonus is linked to, as well as how much of their overall remuneration is linked to company performance/profit.

2022 Analysis

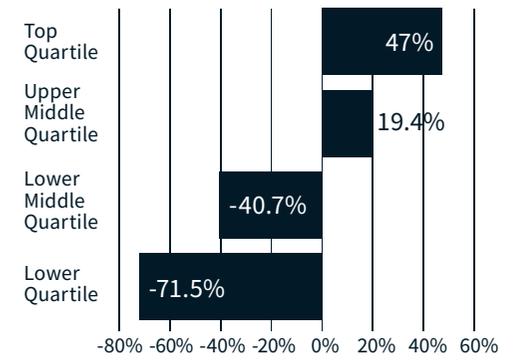
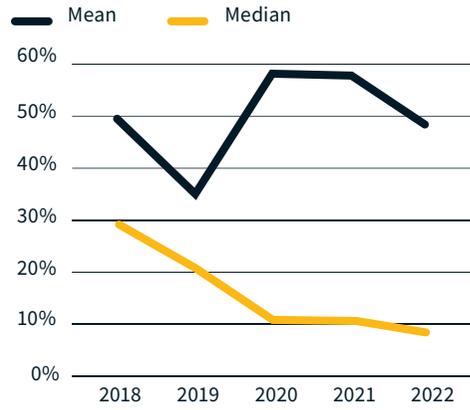
Hourly Pay Gap



32% reduction in median Hourly Pay Gap since 2018

You will see that the gap is larger in the top quartile whilst the pay gap is much smaller in the rest of the business. We continue to make improvements to our Gender Pay Gap in the top quartile of our company, however we recognise that our gender balance is not consistent across all quartiles of our business.

Bonus Pay Gap



70% reduction in median Bonus Pay Gap since 2018

Our bonus schemes vary across the organisation depending on the role and function of individuals. There is a higher Bonus Pay Gap in the upper quartiles due to the lower level of

female representation. There is a large negative Bonus Pay Gap in the lower quartiles, because a higher proportion of females who sit within the lower quartiles are linked to a bonus scheme that has a higher potential reward.

Year on year we are seeing a higher number of females being recruited or promoted into the upper and top quartiles. We therefore expect the Bonus Pay Gap to show an improvement next year.

We believe creating an inclusive culture is the best way to enable diversity.

We celebrate difference and harness the benefits it delivers through alternative thinking and approach, leading to ingenuity, innovation and agility.

Our efforts to date include:

- RESpect launched January 2021
- Global Gender Affinity Network launched in January 2021
- RESpect won Diversity and Inclusion Award at Wind Investment Awards 2022
- Gender Affinity Network won Scottish Young Professionals Green Energy Award 2022 for Culture Change and Scottish Green Energy Award 2022 in the Young and Inspiring category
- Celebrated International Womens' Day, Women in Construction Week, International Non-Binary Persons' Day and International Men's Day
- Expanded gender options on our HR system to include “non-binary” and “prefer to self-describe”
- Reviewed RES' UK&I Menopause, gender neutral Family Leave and Travel policies with a gender lens and introduced a Gender Affirmation Policy and Travel Safety Policy
- Launched an Unconscious Bias reporting tool
- Increased number of female mentors in the business by 75%
- Added preferred pronouns to email signatures and RES' presentation template
- Promoted the work of the Gender Affinity Network to various areas of the business and educated teams on gender issues
- Collaborated with our RiSE (LGBTQ+ network) to provide education sessions on LGBTQ+ including the differences between gender identity, gender expression, sex assigned at birth and LGBTQ+ terminology.



We're working on it

Focus Areas

RES has identified two focus areas which have informed our action plan to ensure gender equality in our business, and address our Gender Pay Gap.



Career progression

Supporting the career progression of our female employees to ensure they have the ability to meet their full potential at RES.



Flexible working culture

Supporting our employees to achieve a work life balance that works for them, without impacting their career.

Short to Medium Term Aims

- Create a RES Gender Equality Plan
- Create a Global Advertising Policy for Job Opportunities, to ensure visibility of opportunities and support the drive for diversity
- Include gender as a measure within our employee engagement survey
- Gather data to show gender split across the following areas (to help us ensure diverse talent attraction, career progression and retention):
 - » Recruitment
 - » Promotions
 - » Tenure
 - » Leavers
- Increase STEM engagement, and school and university outreach (considering the intersectionality with ethnicity and social mobility)
- Communication and education:
 - » Increase visibility of our female employees both internally and externally
 - » Champion our family leave policy
 - » Encourage open discussion internally on what “flexible working” means for different people
- Encourage our employees to influence conference panels that lack gender diversity or nominate a diverse colleague to take the speaking slot

Medium to Long Term Aims

- Roll out Gender Pay Gap Reporting across all RES Regions (i.e. globally) where legally compliant, and when data allows
- Roll out inclusive leadership training with a focus on gender bias and intersectionality
- Roll out inclusive recruitment training to all recruiting managers
- Roll out anti-discrimination training (in conjunction with all of RES’ Affinity Networks)

We know that addressing our Gender Pay Gap is a marathon, not a sprint.

We've set ourselves the following aspirational targets.



Include Non-Binary in our Pay Gap Reporting across all RES regions where legally compliant, and when data allows



Roll out Ethnicity Pay Gap Reporting across all RES regions where legally compliant, and when data allows



Explore the impact of Intersectionality on Gender Pay Gap Reporting



Review all of RES' policies with a gender lens to identify possible gaps
Set appropriate gender targets that drive positive change

Power, and people, for good

Whilst we're delighted to see that the efforts and changes that we have made in our organisation over the years have reduced our Gender Pay Gap in the UK, we have more work to do to achieve gender equality across our business.

We are confident that with the support of our Global Head of Diversity & Inclusion, the fantastic efforts of those who volunteer their time to drive positive change through our Affinity Networks, as well as our senior leaders across the globe, we can deliver on our goals and ensure that RES is always considered an employer of choice.



Gavin McAlpine
Chair



Eduardo Medina
CEO



Maria Irvin
Group Director
People & Culture

