

Gender Pay Gap Report

2025

Reporting period: 6 April 2024 to 5 April 2025
Snapshot date: 5 April 2025



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Foreword

From the Director of People and Culture

At Sustainable Energy First, we are committed to creating a workplace where everyone has equal access to opportunity, feels valued, and is rewarded fairly for the work they do. Publishing our gender pay gap report is an important part of that commitment, providing transparency, accountability and insight into where we are today, and helping to guide where we focus our efforts next.

We recognise that we still have more to do. Gender pay differences are influenced by long standing structural and societal factors, and progress requires sustained attention rather than quick fixes. However, we are encouraged by the progress we are making and the direction of travel we are on. By taking a long term, strategic approach to this challenge, we are beginning to see sustained progress over time.

Over the past year, we have continued to strengthen the foundations that support fairness and inclusion across the organisation. This includes investing in enhanced family friendly and wellbeing benefits, improving consistency in pay and reward practices, and maintaining a strong focus on equitable decision making across recruitment, progression and reward. These actions are intended to address not only current outcomes, but also the underlying factors that influence pay differences over the course of a career.

This report is a snapshot rather than a conclusion. While our statutory figures reflect the current composition of our workforce, particularly within senior and commercial roles, we remain committed to learning, challenging ourselves and taking meaningful action to reduce our gender pay gap and create a more balanced and inclusive organisation over time.

Victoria Zawistowicz
Director of People and Culture
Sustainable Energy First

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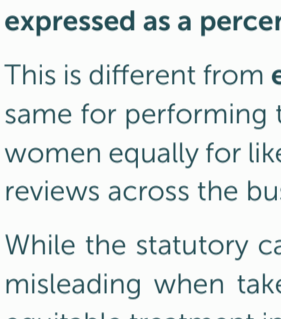
Why are we reporting the UK Gender Pay Gap?

UK legislation requires organisations with more than 250 colleagues to publish their gender pay gap annually.

Beyond this statutory requirement, we see gender pay reporting as an important opportunity to reflect on our practices, understand the drivers behind our data, and remain transparent with our colleagues and wider stakeholders.

At Sustainable Energy First, pay equity, fairness and equal access to opportunity sit at the heart of our people strategy, and this report forms part of our ongoing commitment to those principles.

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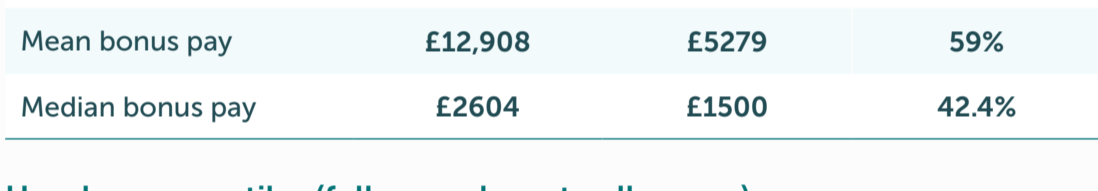
What is the Gender Pay Gap?

The gender pay gap shows the difference between the average earnings of men and women across an organisation, regardless of role, seniority or working pattern. It is expressed as a percentage of average male earnings.

This is different from equal pay, which relates to whether men and women are paid the same for performing the same or similar work. We are confident that we pay men and women equally for like for like roles, and to support this, we carry out regular pay equity reviews across the business.

While the statutory calculations can sometimes produce headline figures that appear misleading when taken in isolation, we remain committed to ensuring fairness and equitable treatment in all pay related decisions, including hiring, promotion and annual pay reviews.

Executive summary	
Mean gender pay gap (hourly pay)	11.6%
Median gender pay gap (hourly pay):	4.6%
Mean gender bonus gap	59%
Median gender bonus gap	42.4%



Workforce included	
Relevant colleagues (Male/Female)	455
Male relevant	248
Female relevant	207

Excluded (not Male/Female or missing gender): 3
Full-pay relevant used for hourly pay: 454
Excluded from full-pay list due to unpaid leave note: 1

Metric	Men	Women	Gap %
Mean hourly pay	£22.09	£19.54	11.6%
Median hourly pay	£17.97	£17.15	4.6%
% receiving bonus	68.5%	73.4%	-
Mean bonus pay	£12,908	£5279	59%
Median bonus pay	£2604	£1500	42.4%

Hourly pay quartiles (full-pay relevant colleagues)



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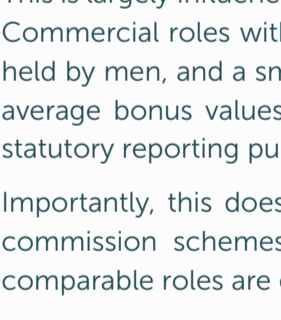
Hourly Pay

Our mean gender pay gap is 11.6% and our median gender pay gap is 4.6%. These gaps are driven primarily by the distribution of men and women across different roles and levels of seniority, rather than unequal pay for equivalent work.

Our pay quartile data shows a higher proportion of men in the upper hourly pay quartile, while women are more evenly represented across the middle and lower quartiles. This reflects both historic and current representation patterns, particularly within senior leadership, specialist and commercial roles.

We regularly review our pay structures to ensure they are fair, transparent and applied consistently, and we are confident that men and women are paid equally for like for like roles.

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Bonus and Commission Pay

A higher proportion of women (73.4%) than men (68.5%) received a bonus during the reporting period. However, both (59% and 42.4%) gender bonus gaps remain significant.

This is largely influenced by the structure of our bonus and commission arrangements. Commercial roles with uncapped or high commission potential are more likely to be held by men, and a small number of high commission payments significantly increase average bonus values for men. These payments are included within bonus pay for statutory reporting purposes and have a material impact on overall bonus gap figures.

Importantly, this does not reflect unequal access to bonus opportunity. Bonus and commission schemes are role-based and performance-driven, and employees in comparable roles are eligible for the same reward structures regardless of gender.

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What Have We Done in 2025?

Over the past year, we have continued to take deliberate action to support fairness, inclusion and equity across our workforce.

While statutory gender pay figures are influenced by workforce composition, our focus has been on addressing the structural and cultural factors that affect gender pay differences over time.

These actions form part of a broader, long term approach to creating a more balanced and inclusive organisation.

Key actions include:

- Enhanced maternity and paternity leave, supporting colleagues during significant life stages and helping to reduce long term career and pay impacts.
- Introduction of enhanced sick pay across the business, improving financial security and wellbeing for all colleagues.
- Ongoing pay equity reviews, ensuring fair and consistent pay outcomes for like for like roles and informing decision making across recruitment and progression.

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Our Ongoing Actions – 2026 and beyond

We recognise that closing the gender pay gap requires sustained and long term action.

Our ongoing priorities include:

- Improving gender balance across all levels of the organisation, particularly within senior and commercial roles.
- Exploring the opportunity to conduct job evaluation across all levels of the organisation.
- Reviewing attraction, recruitment and progression pathways to ensure equal access to higher earning and leadership opportunities.
- Supporting internal development through targeted learning, development and mentoring initiatives.
- Continually monitoring pay and bonus outcomes to ensure fairness and consistency.

We remain committed to building a diverse and inclusive workforce and will continue to take meaningful action to reduce our gender pay gap over time.

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