

Broadening social mobility analysis

Since 2023, SSE has been collecting its workforce socio-economic background data. Engagement campaigns have helped to increase disclosure rates from 43% in March 2024 to 71% in March 2025 (62% excluding 'prefer not to say'). The data SSE has now establishes a clear baseline to help track progress.

In late 2024, a working group was formed to explore how to drive progress, in line with Social Mobility Employer Index benchmark results. Recommendations from the group will be reviewed in 2025/26.

Social Mobility Pledge

Since 2018/19, SSE has been a signatory of the Social Mobility Pledge which aims to tackle the social mobility crisis by addressing four key areas: outreach, access, recruitment and progression.



Wider collaboration within industry

Across 2024/25, SSE continued to participate in industry-wide initiatives through TIDE, POWERful Women, Energy Networks Association and others, alongside engaging with cross-industry efforts and pledges.

In 2024, Alistair Phillips-Davies, SSE's Chief Executive Officer, chaired POWERful Women's Energy Leaders Coalition, which comprises of 16 CEOs from the UK's leading energy companies committed to improving gender diversity in their companies and the industry.

"I had the privilege of chairing the POWERful Women Leaders Coalition (PWLC) in 2024, with the theme of 'engaging the majority while spotlighting the minority'. The Coalition offers a unique platform for open, honest discussions on gender diversity, in alignment with POWERful Women's objectives.

Through this forum, we can share challenges, learn from one another, and explore new approaches to drive change. We continue to benefit greatly from expert speakers, gaining valuable insights on how to engage a broader audience of change-makers and advance our inclusion and diversity efforts across our industry."

Alistair Phillips-Davies

Alistair Phillips-Davies
Chief Executive



Information on SSE's other inclusion partnerships and collaborations is at [sse.com/inclusion](https://www.sse.com/inclusion).

SSE's 2025 pay gaps¹

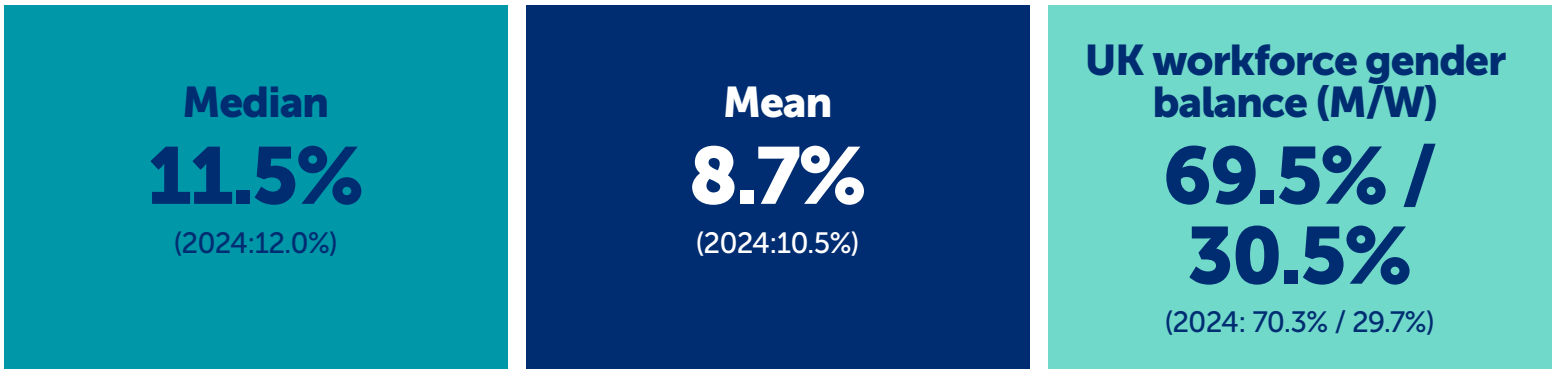
SSE is committed to disclosing information about its diversity pay gaps. 2025 is SSE's tenth year of reporting its UK gender pay gap, its fifth year of disclosing its Ireland gender pay gap and its second year of disclosing its UK ethnicity pay gap.

SSE's UK gender pay gap

While positive progress in reducing SSE's UK gender pay gap has been made, the Company is directly addressing areas for continued improvement, maintaining transparency along the way.

Progress in 2024/25

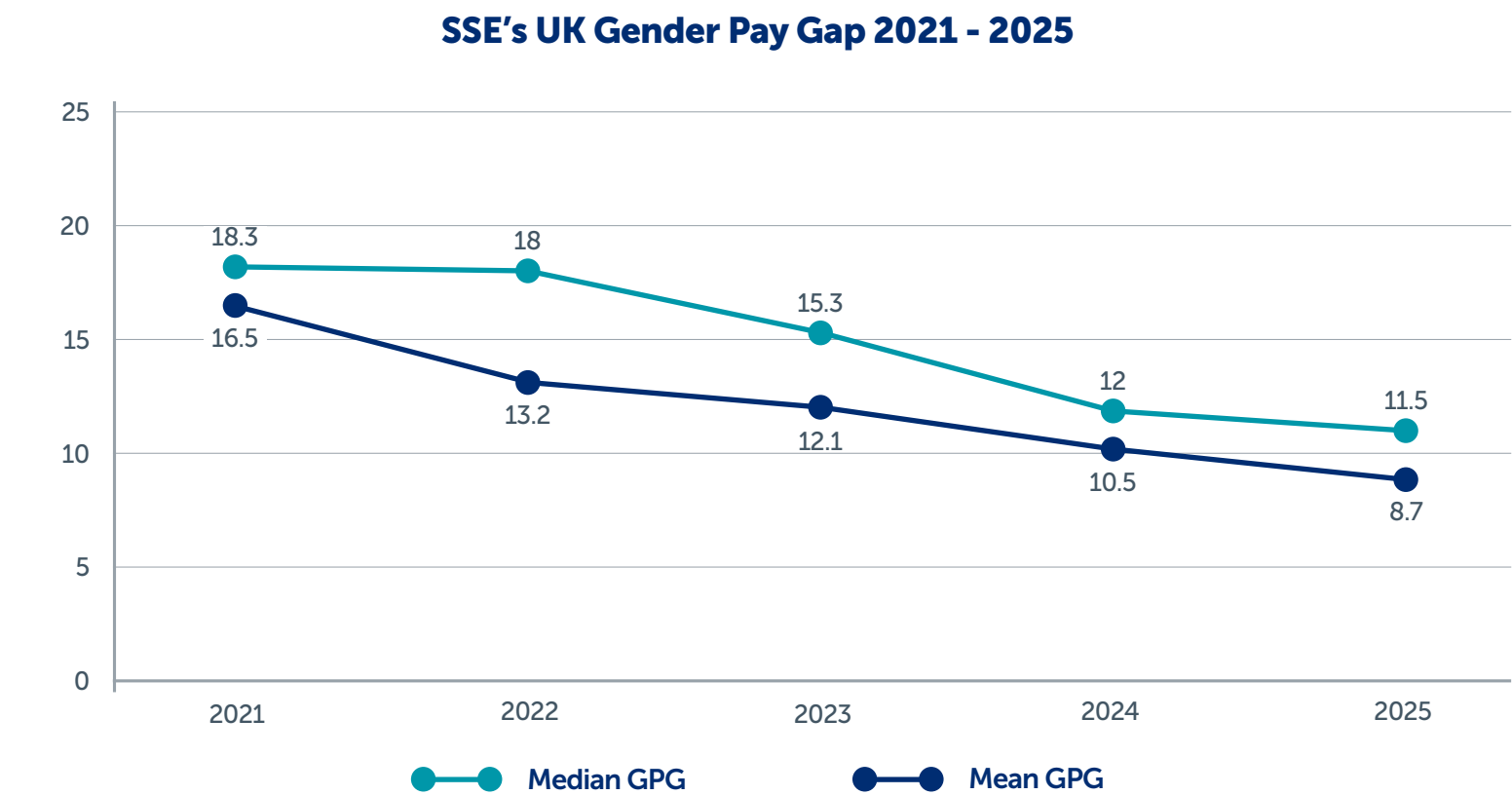
SSE is encouraged to see the continuation of a trend where its median and mean pay gaps are narrowing. This was largely driven by an increase in the proportion of women in the upper pay quartile to 23.2% (from 21.7% in 2024) and in the proportion of women in the leadership group to 27.7% (from 26.4% in 2024).



Progress over 2021 to 2025

Narrowing pay gaps requires sustained effort over time. SSE's approach is underpinned by a robust Inclusion and Diversity Strategy, with agile action plans which evolve as we learn what works for our business.

Through this approach SSE's UK gender pay gap has fallen consistently and substantially over the last five years, from a median of 18.3% in 2021 to 11.5% in 2025. Over the same period, the mean gender pay gap has fallen from 16.5% to 8.7%.



¹ Figures in this section for both gender and ethnicity pay gaps represent SSE's UK operations as a whole, rather than individual legal entities. Data excludes Enerveo Limited, which remains under strategic review with the Infrastructure Solutions component of Enerveo being held for sale during 2024/25. A breakdown of gender pay gap data for all eligible legal entities under the UK Government's gender pay gap reporting requirements can be found at gender-pay-gap.service.gov.uk. Data for previous years was calculated using the methodology in place at that time.

The reduction in the UK median gender pay gap between 2021 and 2025 has been driven by three main contributing factors:

Changes in representation in the workforce and across the pay quartiles

Between 2021 and 2025, the proportion of women in the three higher paid quartiles has increased and the proportion of women in the lowest paid quartile has decreased. These structural changes are due to an overall increase of women in the SSE workforce and an increase in the number of women in higher paid jobs.

Increased representation of women in the leadership group

In 2021, SSE introduced “Hiring for Difference”, a targeted inclusive recruitment strategy with a focus on senior roles. Broader inclusion policies, which are referenced throughout this report, were also introduced. Since then, the proportion of women hired annually into the leadership group has steadily increased from 15% in 2021 to 31% in 2025.

Impact of pay progression

SSE introduced a skills-based pay progression model in 2021, which enables employees on joint agreement contracts to progress up through their pay band as they acquire new skills and competences¹. When the system was first introduced, employees’ salaries were mapped according to their skill-level. This resulted in many employees receiving salary uplifts, mainly those in the lower pay quartile. As SSE has higher female representation in this quartile, this meant a high proportion of women received a pay increase. Overall, the pay progression model has resulted in a more balanced gender distribution across the pay bands since its introduction.



SSE’s five-year UK gender pay gap progress dashboard

Description / Measure		2020/21	2024/25
UK median gender pay gap %		18.3	11.5
UK mean gender pay gap %		16.5	8.7
Change in representation of women in the workforce and across the pay quartiles	% women in UK workforce	26.4	30.5
	% women in each quartile	Lower: 40.8 Lower middle:25.0 Upper middle:20.9 Upper:15.8	Lower: 39.0 Lower middle: 32.8 Upper middle: 26.8 Upper: 23.2
Representation of women in leadership group ²	% women in leadership group	20.2	27.7
	% women hired into leadership group	15	31

Working to address ongoing challenges

Although progress has been made, the following factors continue to contribute to the gender pay gap at SSE:

- There remain more men than women at all levels of leadership in SSE, including the GEC and direct reports. As these roles attract higher pay, having a lower female representation impacts on the gender pay gap.
- There are more men in jobs which attract additional payments, such as shift payments or call out payments for 24-hour operational work.
- There remains a higher proportion of women working in SSE’s lower paid jobs such as customer service and administration.
- Following a period of accelerated growth in headcount, the speed of growth is temporarily slowing in some areas. This will impact the scale and type of external recruitment required which could in turn influence the opportunity to further bring in diverse talent, including at the senior leadership level.

SSE is committed to continuing its efforts to reduce the gender pay gap through action plans aligned to its inclusion and diversity strategy. More information on these plans can be found on page 10 and at [sse.com/inclusion](https://www.sse.com/inclusion).



Gender pay gaps across the energy sector

Analysis published in 2024 found that the UK energy sector’s median hourly gender pay gap has improved, on average, by 1 to 2% since mandatory gender pay gap reporting began in 2017 and that women working for large energy companies are typically paid approximately 14.8% less per hour than men. The reduction of 6.8% in SSE’s median gender pay gap between 2021 and 2025 and its current median pay gap of 11.5% therefore compare favourably against sector averages³.

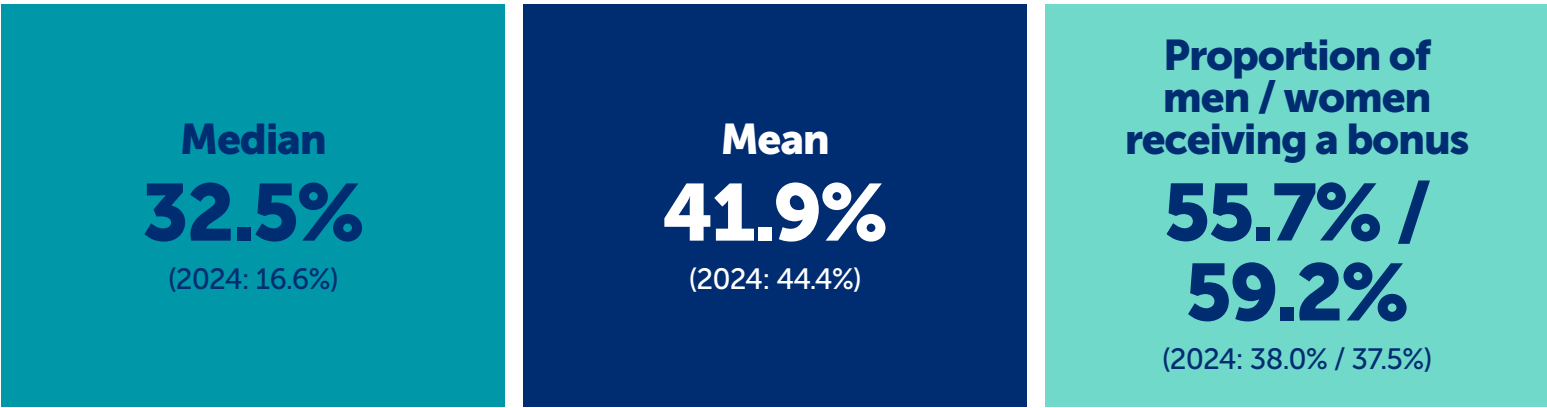
The energy sector historically lacks female representation in technical and higher-paid roles. SSE is addressing this through STEM education, career break returner programmes, engaging industry-wide, and enhancing flexible and family-friendly policies. However, these efforts will take time to impact pay gaps over the coming years.

¹ Joint agreement contracts, which are covered by SSE’s Joint Negotiating and Consultative Committee (JNCC) collective bargaining agreement, apply to 46.2% of SSE employees.
² Employees in SSE’s senior level pay grades.
³ Source: Pinsent Masons Analysis October 2024, ‘UK energy sector gender pay gap report allows firms to reflect and improve’

SSE’s 2024/25 UK gender bonus gap

Over 2024/25, SSE’s median gender bonus gap increased from 16.6% to 32.5%, and the mean gender bonus gap decreased from 44.4% to 41.9%.

SSE’s UK gender bonus gap data



This change was due to two factors:

1. SSE’s bonuses apply to a proportion of employees and vary annually subject to company, business, and personal performance. The primary yearly incentive scheme comprises approximately 60% of the total bonus value. A smaller, more senior group also takes part in one, two or all three of SSE's longer term incentive plans, making up an additional 30% of the total bonus value. The remaining 10% is made up of other elements including Performance Pay Incentive and Spotlight awards (see below). Since 90% of total bonus value is made up of bonuses which are aligned to seniority of role, the lower representation of women at the more senior levels of the workforce is reflected in the bonus gap.
2. 2024/25 marked the first full year of SSE’s recognition scheme, Spotlight, where employees can receive voucher awards worth up to £250 (as at 31 March 2025). These awards are counted as a bonus, in line with government guidance. Whilst Spotlight awards make up less than 10% of the total value of bonus, they also account for more than 25% of the number of bonus payments made. Since recipients of spotlight awards may not be eligible for any other SSE bonus schemes, this led to an increase in both men and women receiving a bonus.

The proportion of women receiving a bonus through Spotlight is higher than the proportion of men and because the Spotlight values are relatively low, the effect is to lower the average bonus for women. Excluding Spotlight, SSE’s median gender bonus gap is 15.4% and its mean gender bonus gap is 38.9%.

Other factors contributing to the gender bonus gap include the higher proportion of women in part-time work (as bonuses are pro-rata), and there currently being no women in executive director positions which attract the highest level of bonus.

SSE’s Ireland gender pay gap

SSE has voluntarily disclosed its Ireland gender pay gap since 2021. The latest calculation, published in November 2024, can be found at [sse.com/sustainability](https://www.sse.com/sustainability).

SSE’s UK ethnicity pay gap 2025

In line with its commitment to the Change The Race Ratio, SSE is voluntarily disclosing its second set of UK ethnicity pay gap data in 2025.

Progress in 2024/25

During 2024/25, SSE saw minor changes in both its mean and median ethnicity pay gaps.

The mean pay gap increased from 2.6% in 2024 to 3.9% in 2025, while the median negative pay gap shifted towards parity, from -4.2% to -2.2%¹.

SSE has a broadly even distribution of ethnic minority employees across the pay quartiles, with increased representation in all quartiles since 2024. With increased data disclosure, SSE is able to see how this profile shifts over time as initiatives to promote ethnicity representation across all levels of the organisation take effect.

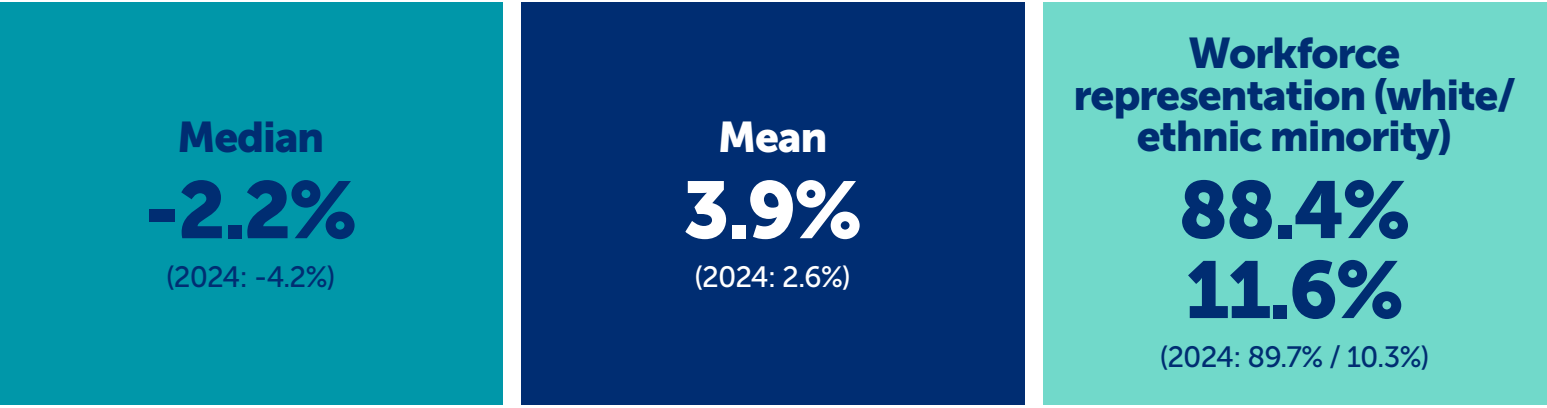
Over 2024/25, the percentage of hires from ethnic minority groups was 16%, which has steadily increased from 10% in 2021/22 following the introduction of the ‘Hiring for Difference’ strategy.



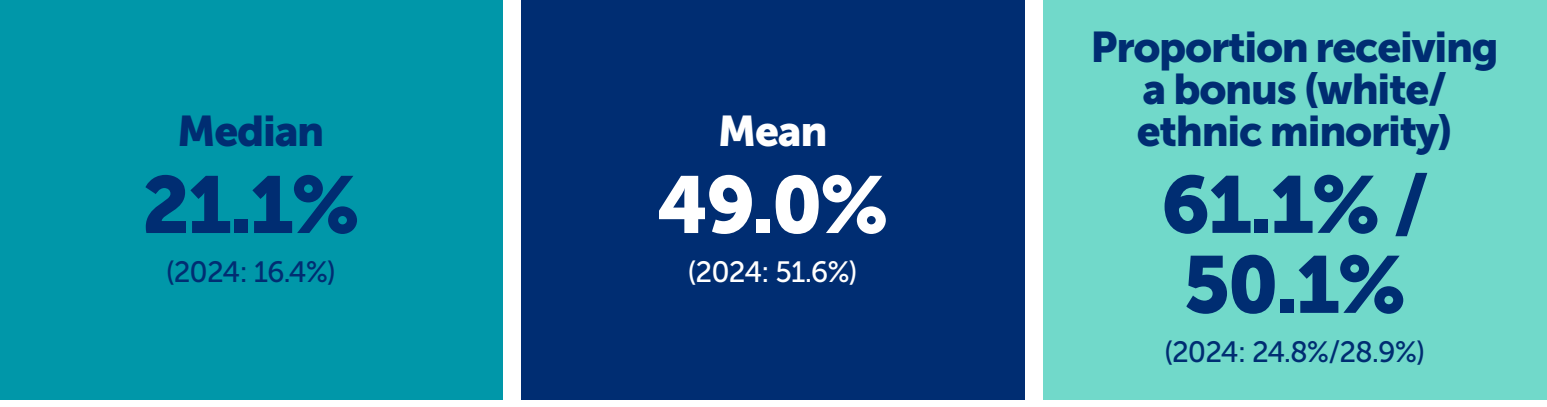
SSE’s UK ethnicity bonus gap 2025

At 5 April, SSE’s UK median ethnicity bonus gap was 21.1% (up from 16.4% in 2024) and the mean ethnicity bonus gap was 49.0% (down from 51.6% in 2024). As noted in relation to the gender bonus gap earlier on this page, SSE’s bonus applies to a proportion of employees and varies annually subject to company, business, and personal performance.

SSE UK ethnicity pay gap



SSE UK ethnicity bonus gap



1 A negative median ethnicity pay gap means that the median (mid-point) pay for ethnic minority employees is higher than that of white employees. Parity in relation to pay gaps reflects equal average earnings across groups, driven by fair representation at all levels – not just equal pay within roles.