



A sustainable approach to inclusion

SSE plc Inclusion and Diversity Report 2025



About SSE

SSE is a leading UK-listed energy company that invests in, develops, builds and operates electricity infrastructure and businesses needed for a clean, secure and affordable energy system. Its diversified portfolio includes onshore and offshore wind farms, hydro-electric power, solar and batteries, flexible thermal generation and electricity transmission and distribution networks. SSE also provides energy products and services for businesses and other customers.

About this report

This report provides information on SSE’s Inclusion and Diversity Strategy and progress made in 2024/25, including gender and ethnicity pay gap data, based on the UK Government methodologies. Further detail is at sse.com/sustainability. SSE also reports in line with the UK Corporate Governance Code, the relevant Disclosure Guidance and Transparency Rules and the Companies Act 2006 on people matters.

Governance


Robust governance is essential to the successful delivery of SSE’s Inclusion and Diversity Strategy. SSE’s governance structures are designed to deliver accountability and improved

performance on inclusion and diversity indicators. Governance starts at the highest level of the organisation with SSE’s Board and the Group Executive Committee (GEC) and is integrated across the business through process owners, business function leads, line managers, and working groups.

Aligning business and social objectives

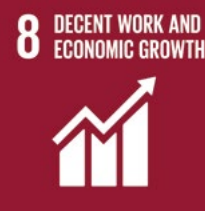
SSE has four core 2030 business goals aimed at addressing the challenge of climate change and directly linked to the four UN Sustainable Development Goals (SDGs) most material to its business. One of these goals, ‘champion a fair and just energy transition’, refers to SSE influencing the transition in a way that means costs and benefits are appropriately shared across society.

SSE’s Just Transition Strategy includes a commitment to ‘Deliver innovation through inclusion and diversity’ and sets out associated indicators and ambitions. More about this strategy can be found at sse.com/sustainability.



Champion a fair and just energy transition

Be a global leader for just transition to net zero, with a guarantee of fair work and commitment to paying fair tax and sharing economic value.



 We welcome feedback. To share your views or ask a question, please contact us by emailing inclusion@sse.com.

Note: Figures in this report exclude Enerveo Limited, which remains under strategic review with the Infrastructure Solutions component of Enerveo being held for sale during 2024/25.



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Foreword from SSE's Director of Human Resources

Embedding inclusion for the long term

As SSE navigates ongoing change in the external environment, our commitment to inclusivity and diversity remains resolute. For us, it is not just a strategic priority, it's embedded in our core values.

As our journey towards inclusivity continues to mature, it demands ongoing effort, continuous learning, shared ownership, and adaptability.

Through strengthening our inclusive hiring practices, we are making progress in representing the communities we serve. Our enhanced policies have positioned SSE as a supportive employer, providing our colleagues with more ways to balance the demands they face outside working life.

We have improved inclusivity sentiment across the organisation, indicating that employees feel valued and respected, with survey scores above national and industry benchmarks.

We now have our lowest gender pay gaps to date in the UK (for 2025) and in Ireland (for 2024). 2025 marks our second year of reporting ethnicity pay gap data in the UK and employee diversity data disclosure is at its highest level yet at 77%. In addition, we have increased the representation of women in the workforce as a whole and in the leadership group.

Our engagement extends beyond our internal teams and customers to encompass industry coalitions such as POWERful Women and suppliers who are integral to achieving our goals. We actively collaborate with our suppliers to encourage them to foster inclusivity within their own organisations, to help drive further performance.

These actions, alongside our STEM engagement, bolstering the eight 'Belonging in SSE' communities, and building leadership accountability have been pivotal in driving progress over the last five years.

Having assessed progress over the last five years, SSE's approach remains focused on integrating inclusion into everyday activities such as decision-making, process improvements, workplace design, and how all colleagues approach innovation. This approach helps to address the continued challenges that the energy sector has in attracting diverse candidates.

The future of the energy sector depends on collaboration, innovation, continuing to attract diverse talent and leveraging diverse perspectives. We are committed to advancing inclusion, recognising it as an ongoing focus that will drive our success as both an organisation and as a key contributor as we transition to a clean power system.

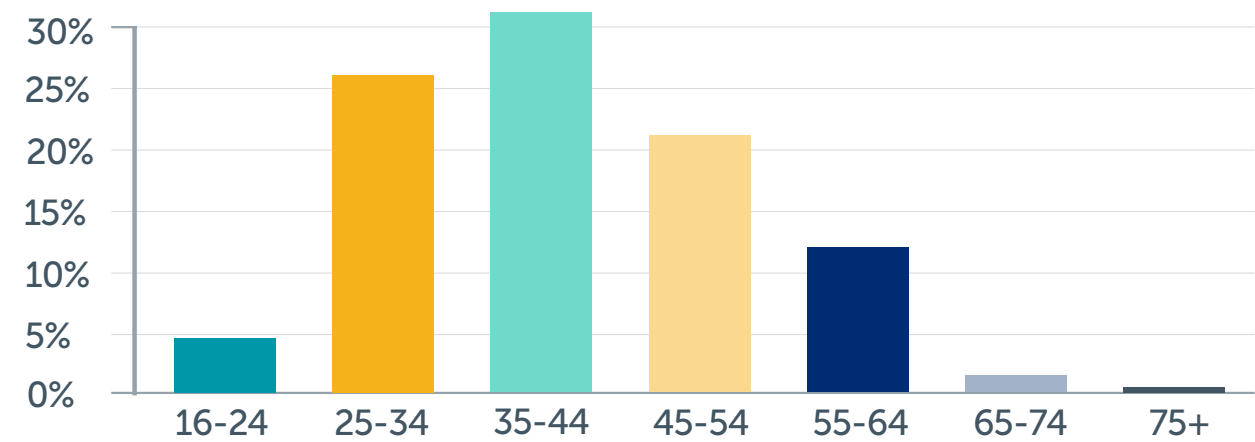


A handwritten signature in black ink, appearing to read 'John Stewart'.

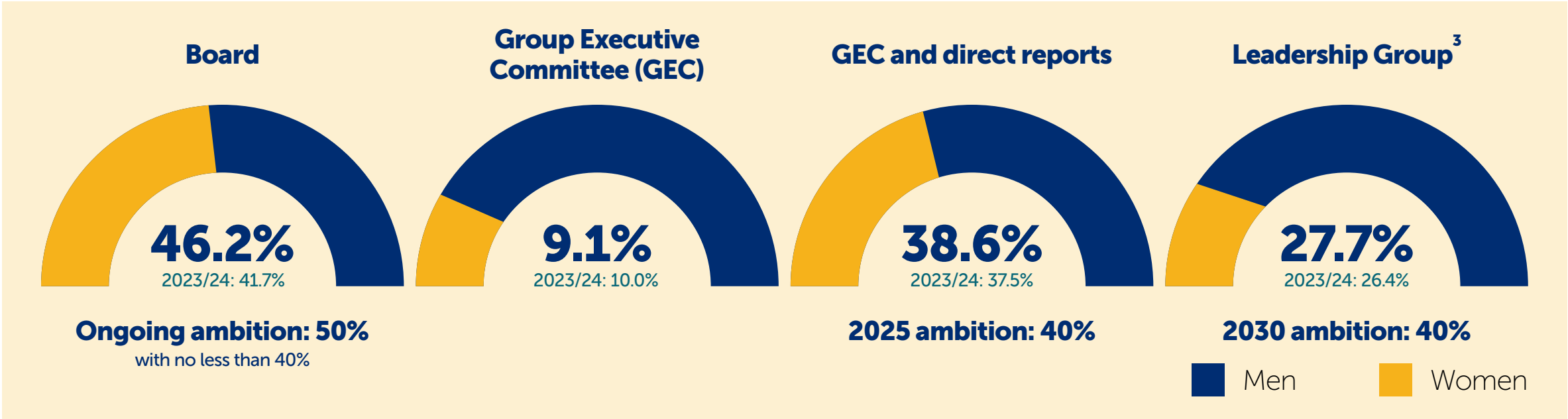
John Stewart
Director of Human Resources



Understanding SSE's workforce¹



Senior leadership ambitions



Workforce diversity and Disclosure

	Women ²	Ethnicity	LGBTQIA+	Disability
77% of SSE employees have disclosed their diversity data	31.6% (2023/24: 31%) 2030 Ambition: 33% of total workforce	11.2% (2023/24: 10.1%) 2030 Ambition: 15% of total workforce	4.3% (2023/24: 4.1%) 2030 Ambition: 8% of total workforce	14.5% (2023/24: 11.6%) 2030 Ambition: 8% of total workforce

UK ethnicity pay gap

Median UK pay gap -2.2% (2024: -4.2%)	Median UK bonus gap 21.1% (2024: 16.4%)
Mean UK pay gap 3.9% (2024: 2.6%)	Mean UK bonus gap 49.0% (2024: 51.6%)

UK gender pay gap

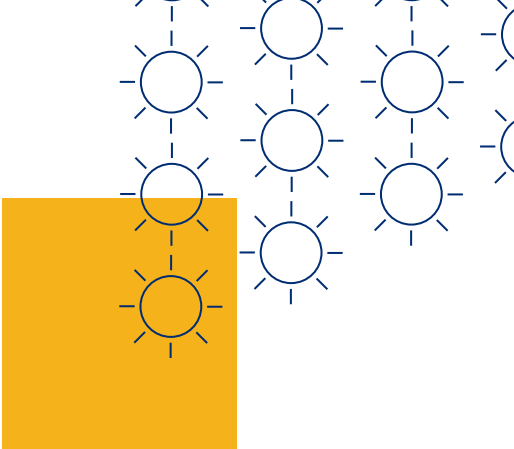
Median UK pay gap 11.5% (2024: 12.0%)	Median UK bonus gap 32.5% (2024: 16.6%)
Mean UK pay gap 8.7% (2024: 10.5%)	Mean UK bonus gap 41.9% (2024: 44.4%)

Ethnic minority representation

Board: 2 members (2023/24: 1 member) Ongoing ambition: 1 member	GEC and direct reports: 2.4% (2023/24: 2.5%) 2027 ambitions: 6%
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1. All data based on 31 March 2025, apart from pay gaps which are based on 5 April 2025.
2. Gender information is captured from legal documentation at employee onboarding and recorded in SSE's HR data system, which maintains a 100% completion rate. In instances where employees transitioned after joining, the gender field on the HR data system is changed, upon receipt of a formal employee request.
3. Employees in SSE's senior level pay grades.





A strategic approach

SSE's Inclusion and Diversity Strategy, IN, ON, UP, aims to make lasting changes by bringing diversity in to SSE, creating an environment where everyone wants to stay on at SSE, and providing equal opportunities to progress upwards in the business.

Introduced in 2021, it focuses on the following four pillars:

	Ambition Setting measurable goals Setting ambitions and KPIs, and using external benchmarking		Inclusive processes Embedding best practice Ensuring policies and processes are inclusive to support everyone
	Education and development Focusing on behaviours Building leadership confidence and raising awareness for all to create an inclusive workplace		Employee voice Actively listening Understanding what matters to employees to inform and shape the improvements needed

- SSE's action plans, which underpin the strategy, focus on:**
- Measuring practices and behaviours to track progress
 - Offering inclusion nudges during key moments in the employee lifecycle
 - Encouraging inclusive role modelling at all levels
- This report sets out 2024/25 progress across the four pillars. More information on the strategy and initiatives to drive further improvements can be found throughout this report and at [sse.com/inclusion](https://www.sse.com/inclusion).




2024/25 highlights

Key inclusion and diversity activities across 2024/25 included:

- | | |
|---|---|
| 1 | A biennial review of the Inclusion and Diversity Strategy found that the strategy remains relevant and fit for purpose. Minor refinements were made to the action plans to incorporate learnings from employee feedback and best practice approaches. |
| 2 | More employees disclosing diversity data, enabling SSE to set goals, shape priorities, and track progress — with improved representation seen across most measured demographic groups. |
| 3 | Understanding the field-based employee experience in a way that engages the majority on the importance of inclusion. |
| 4 | Building a stronger community of practice through the 'Belonging in SSE' communities and across SSE businesses and functions, developing relevant action plans which feed into overall SSE Group efforts. |
| 5 | Identifying relevant external benchmarks, for example, the Social Mobility Employers Index, to identify opportunities for further improvement. |

Looking ahead, SSE's Inclusion and Diversity Strategy remains a core feature of its approach to developing its human capital. SSE will build on the momentum of 2024/25 by continuing to embed inclusion and diversity into the fabric of its business. Priorities include benchmarking to identify strengths and opportunities, further developing inclusive behaviour education, enhancing individual support tools and reinforcing a culture of speaking up about non-inclusive behaviour.





Ambition

Setting measurable goals

SSE measures progress against stretching diversity ambitions through tracking and monitoring a range of metrics.

Enhancing data disclosure

Through targeted communication campaigns and offering more accessible ways for employees to share their information, SSE increased the employee diversity data disclosure rates by 12%, from 65% in 2023/24 to 77% in 2024/25.

SSE’s workforce diversity

SSE’s all-workforce diversity ambitions align with best practice and ensure that the Company is monitoring a wide range of diversity metrics. Progress against these ambitions is outlined in Table 1, which shows that representation of all groups increased during 2024/25.



Table 1: Performance against SSE’s all-workforce diversity ambitions¹

Employee representation	Ambition Year	Ambition	31 March 2025	31 March 2024
Women ²	2030	33%	31.6% 10,185 men / 4,695 women	31.0% 9,586 men / 4,305 women
Disability ³	2030	8%	14.5%	11.6%
Ethnic minority ³	2030	15%	11.2%	10.1%
LGBTQIA+ ³	2030	8%	4.3%	4.1%

1 Data is collected on SSE’s HR data reporting system.
2 Gender information is captured from legal documentation at employee onboarding and recorded in SSE’s HR data system, which maintains a 100% completion rate. In instances where employees transitioned after joining, the gender field on the HR data system is changed, upon receipt of a formal employee request.
3 Disability, ethnic minority, and LGBTQIA+ (lesbian, gay, bisexual, transgender, queer or questioning, intersex, asexual and any others that don’t identify under any of the terms listed) data listed is based on the following disclosure rates as at 31 March 2025, recognising that this is volunteered data: disability, (including neurodiversity) 77%, ethnicity 77%, LGBTQIA+ 76%. The overall employee diversity disclosure rate is 77%.

Diversity in senior leadership

In 2024/25, all cohorts of SSE’s senior leadership, except the GEC, saw increases in the proportion of women represented. While the number of women in the GEC remained the same, the number of men increased when Finlay McCutcheon joined the cohort as Managing Director of SSE Thermal in September 2024. This change resulted in a reduction in the percentage of women in the GEC from 10% to 9.1%.

In 2023, SSE established a new ambition in line with Parker Review recommendations, to achieve 6% ethnic minority representation within its GEC and direct reports by 2027. At 31 March 2025, ethnic minority representation was 2.4%, up from 1.2% in December 2023, when the ambition was set, but a slight decrease from 2.5% in March 2024. This change is the result of a small increase in the overall number of employees in the GEC and direct reports

cohort, while the number of ethnic minority employees remained the same.⁴

Full details of changes across membership of the Board and GEC, alongside how SSE determines its senior leadership ambitions and the Nomination Committee focus are set out on pages 87 to 90 and 107 to 112 of the Annual Report 2025. See SSE’s Sustainability Data Tables 2025 for details of the representation of women across other sections of the workforce.

While SSE remains fully committed to its diversity ambitions, 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.

Table 2: SSE’s progress against senior leadership diversity ambitions

Diversity category	Ambition Year	Ambition	31 March 2025	31 March 2024
Proportion of women represented on:				
Board Group	Ongoing	50% with no less than 40%	46.2% (7 men/6 women)	41.7% (7 men/ 5 women)
Group Executive Committee (GEC) ⁵			9.1% (10 men/1 woman)	10.0% (9 men/ 1 woman)
GEC ⁵ and direct reports (excl. administrative roles)	2025	40%	38.6% (51 men/ 32 women)	37.5% (50 men/ 30 women)
Leadership Group ⁶	2030	40%	27.7% ^(a) (1,002 men/383 women)	26.4% (948 men/ 340 women)
Proportion of ethnic minorities represented on:				
GEC ⁵ and direct reports (excl. administrative roles)	2027	6%	2.4%	2.5%

(a) This data has been subject to external independent limited assurance by Ernst & Young LLP (EY). For the results of that assurance, see EY’s assurance report and SSE’s Sustainability Reporting Criteria 2025 on [sse.com/sustainability](https://www.sse.com/sustainability)
4 Based on GEC and direct reports ethnicity disclosure rates of 93% in March 2025 and 88% in March 2024.
5 The GEC comprises all committee members and the committee secretary. In line with FTSE Women Leaders review recommendations, SSE’s ambition for this cohort includes direct reports.
6 Employees in SSE’s senior level pay grades.

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.

SSE's 2025 pay gaps¹

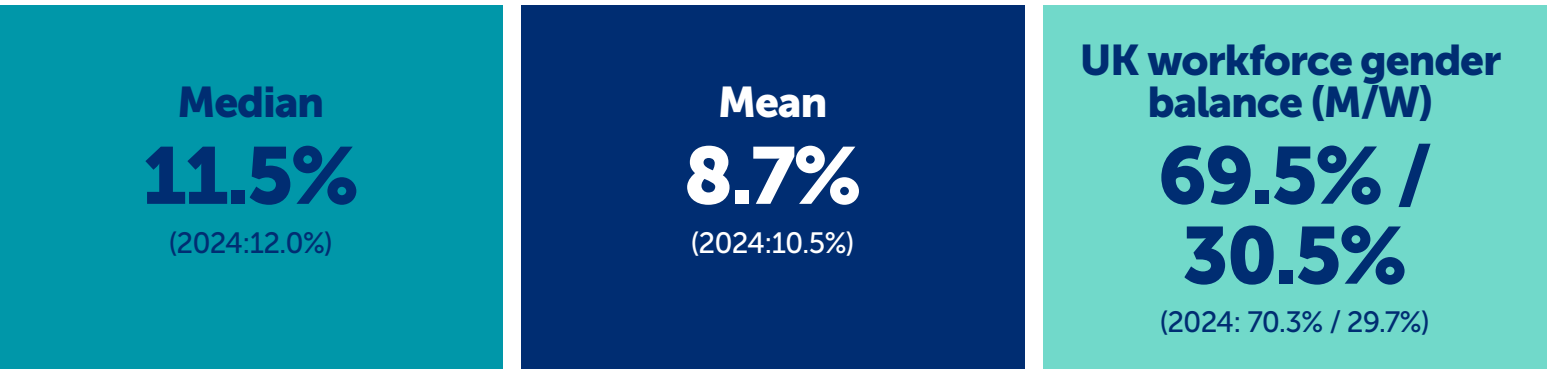
SSE is committed to disclosing information about its diversity pay gaps. 2025 is SSE's tenth year of reporting its UK gender pay gap, its fifth year of disclosing its Ireland gender pay gap and its second year of disclosing its UK ethnicity pay gap.

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

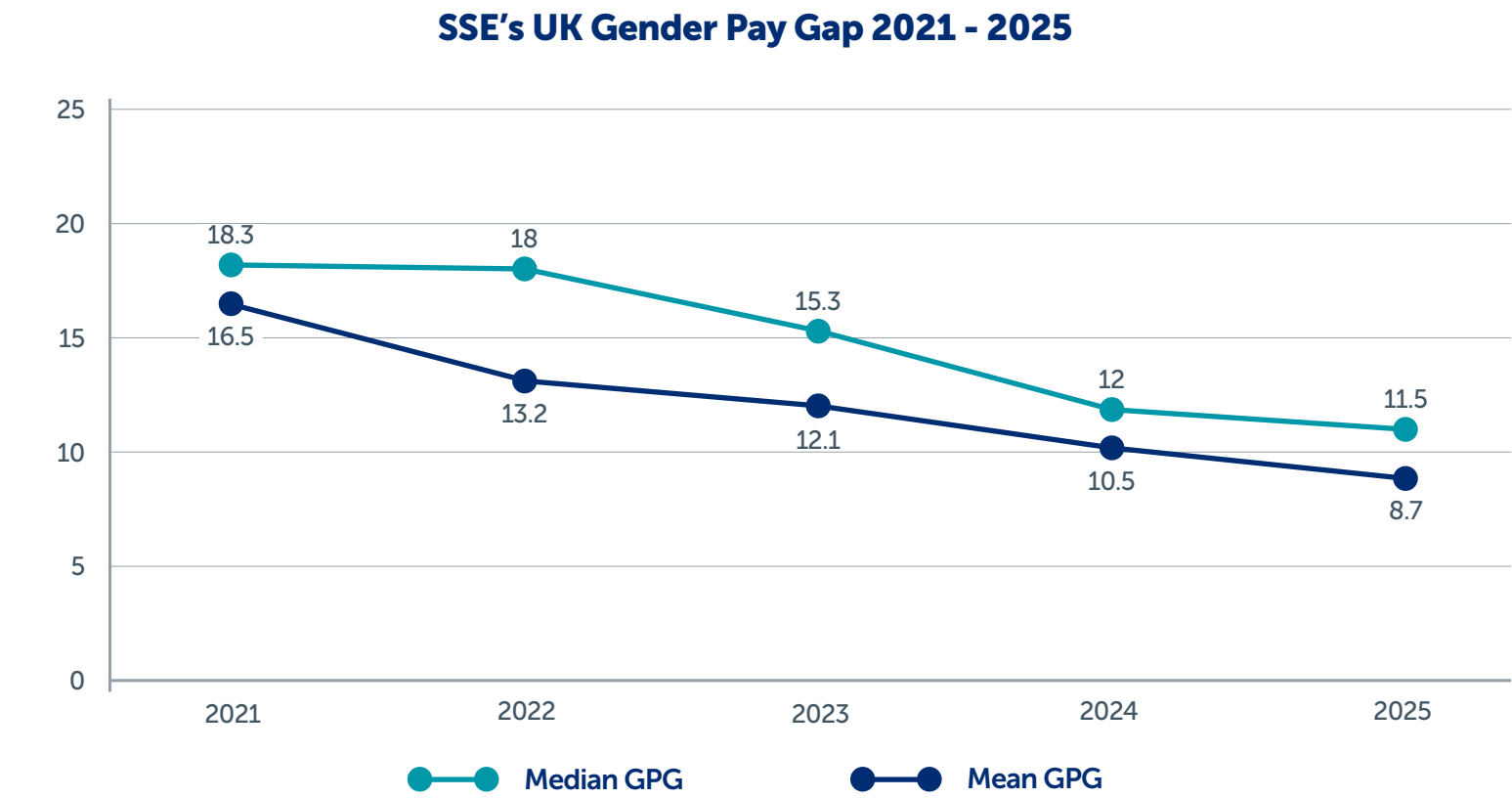
SSE is encouraged to see the continuation of a trend where its median and mean pay gaps are narrowing. This was largely driven by an increase in the proportion of women in the upper pay quartile to 23.2% (from 21.7% in 2024) and in the proportion of women in the leadership group to 27.7% (from 26.4%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

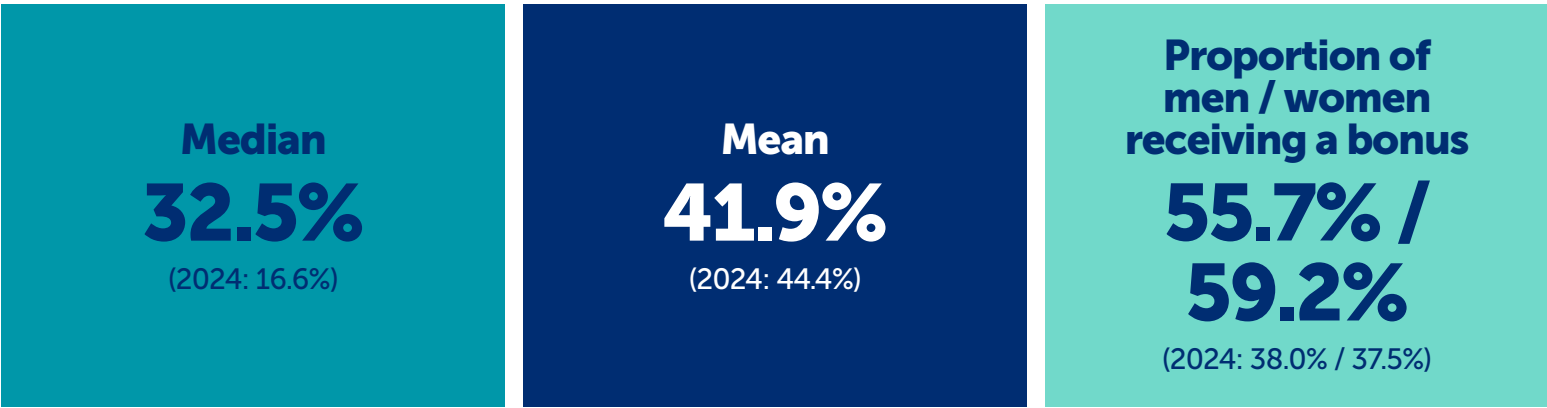
The energy sector historically lacks female representation in technical and higher-paid roles. SSE is addressing this through STEM education, career break returner programmes, engaging industry-wide, and enhancing flexible and family-friendly policies. However, these efforts will take time to impact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

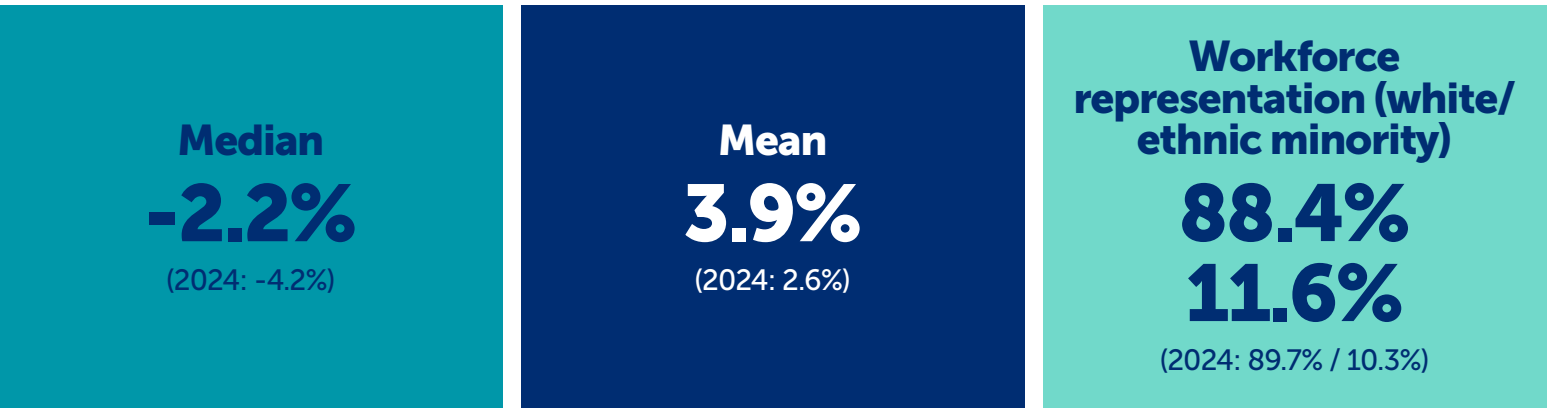
Over 2024/25, the percentage of hires from ethnic minority groups was 16%, which has steadily increased from 10% in 2021/22 following the introduction of the ‘Hiring for Difference’ strategy.



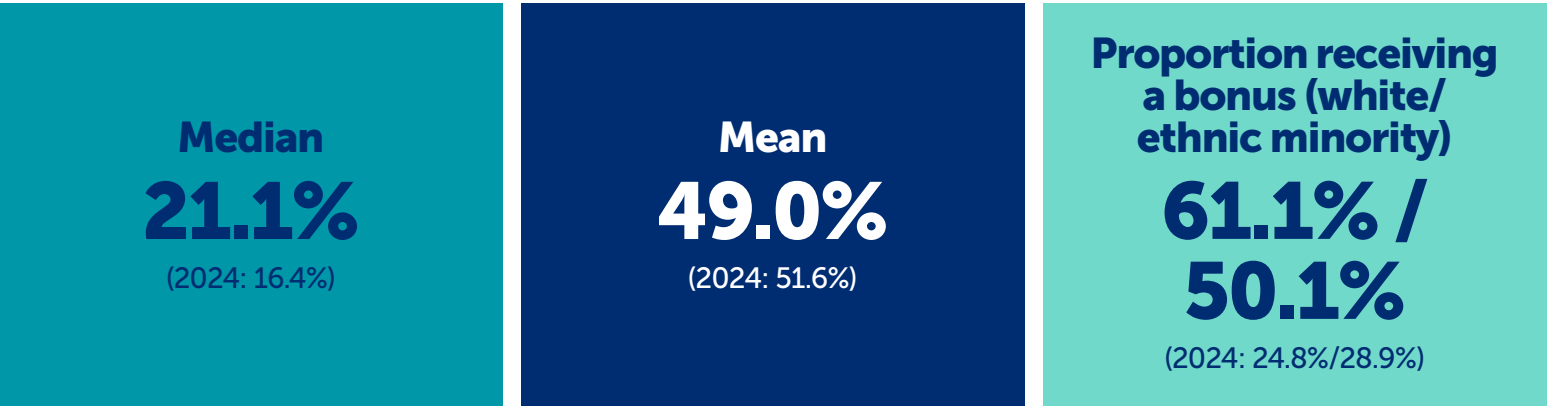
SSE’s UK ethnicity bonus gap 2025

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.

SSE’s gender and ethnicity action plans

SSE’s action plans are a mixture of ongoing activities and those specific to each year, aligned with the four pillars of SSE’s Inclusion and Diversity Strategy.

Highlights of specific actions and outcomes for 2024/25 are set out in Tables 3 and 4. Details of ongoing actions are available at [sse.com/inclusion](https://www.sse.com/inclusion).

Table 3 Gender action plan

Strategy pillar	2024/25 action and results
Ambition	<ul style="list-style-type: none">Continued with targeted initiatives, including enhanced recruitment, to attract and recruit more women.Spotlighted more women with varying backgrounds featuring their view of the industry, and their career journey, on the dedicated ‘Women in Power’ micro-site on the SSE Careers website, which was the second most visited area on the website.Increased representation of women in the majority SSE’s leadership cohorts (see page 6).See page 6 for more detailed gender ambitions.
Education and development	<ul style="list-style-type: none">SSE’s IT team to build skills on inclusive culture and leadership for all, and position IT / technology as an area for employees of all genders.Ran engagement initiatives, including webinars and a podcast, supported by senior leadership and technical specialists. Following this, SSE had six finalists for the Everywoman in Technology 2025 awards.
Inclusive processes	<ul style="list-style-type: none">Promoted SSE’s Flexible First policy across social media and internal channels by sharing real employee experiences.Continued to include ‘Flexible First options available’ on job adverts.Flexible working rates remain high with 86% of colleagues stating they work flexibly in 2024/25 (2023/24: 85%).Working Families community hosted listening sessions and promoted family leave policies.Retention rates, measured over 12 months for women returning from family leave, also remain high at 99% (2023/24: 98%).
Employee voice	<ul style="list-style-type: none">Promoted the refreshed local inclusion and diversity plans in business areas, including hosting listening sessions, enabling more people to be engaged in the efforts.Inclusion sentiment among women remained high at 91% in 2024/25 (89% in 2023/24) through concerted efforts across local business groups and the ‘Belonging in SSE’ communities.



Table 4 Ethnicity action plan

Strategy pillar	2024/25 action and results
Ambition	<ul style="list-style-type: none">Continued with targeted initiatives, including inclusive marketing and recruitment, to attract and recruit more ethnic minority employees.Used local campaigns and storytelling to build trust in diversity data disclosure for ethnicity.Board ethnic minority representation increased from one to two members.Ethnic minority employee representation increased from 10.1% in 2023/24 to 11.2%.Disclosure of diversity data increased from 65% to 77%.
Education and development	<ul style="list-style-type: none">Build an accessible platform to open dialogue on inclusion topics and foster understanding and allyship.The Ethnicity and Culture Belonging Community launched the ‘Let’s Talk About It’ series for discussions on race, faith, and ethnicity alongside intersectional experiences¹.Senior leaders and community members covered topics like faith at work, allyship for race equality week and LGBT history month, and navigating work as a woman of colour.
Inclusive processes	<ul style="list-style-type: none">Develop inclusion education across SSE’s international jurisdictions to promote understanding of different cultures and backgrounds.Launched a cultural awareness hub, alongside a by employees-for-employees language corner to support cross-cultural teams to better collaborate and connect.
Employee voice	<ul style="list-style-type: none">Refine ethnicity action plans through employee feedback and improve employee sentiment.Inclusion sentiment in ethnic minority colleagues remains strong at 90% (2023: 89%) through concerted efforts across local business groups and the ‘Belonging in SSE’ communities.

¹ ‘Intersectional experience’ is the way in which different aspects of a person’s identity—such as race, gender, sexual orientation and disability—interact to create unique experiences.



Education and development

Focusing on behaviours

SSE’s inclusive behaviour initiatives are aimed at all levels of the business and focus on creating an inclusive culture and educational outreach to the wider sector.

Creating an inclusive culture

SSE has several programmes to develop employees’ awareness of inclusion such as mandatory e-learning, reverse mentoring, and focused toolkits. Over 2024/25, 3,598 existing and emerging leaders experienced development programmes which embed inclusive behaviour with all leaders accessing the Leadership Blueprint programme which acts as foundation of leadership at SSE. More information on these initiatives can be found at sse.com/inclusion.

Engaging the majority whilst spotlighting the minority
SSEN Distribution first implemented the Equity, Diversity and Inclusion Collective (‘the EDI Collective’) in 2023/24 to engage field-based employees in its inclusion and diversity efforts.

Across 2024/25, the EDI Collective engaged and communicated on key topics such as allyship,

microaggressions, growth mindset, psychological safety, and the significance of sharing diversity data. This focus was also shared with the Inclusive Service Panel, SSEN Distribution’s independently chaired group of external community representatives, recognising the vital role customer-facing employees play in driving inclusive services and wider workforce inclusion.

From 2023/24 to 2024/25, membership of the Collective grew from 30 to over 100. The diversity disclosure rate across SSEN Distribution increased from 52% to 67%, while inclusion sentiment from the employee engagement survey for field-based employees rose from 77% to 84%. In addition, a field-based reverse mentoring programme was introduced to enhance leadership understanding of field experiences, with 7 mentoring pairs established to date.

“Being of a different generation and being somewhat fixed on what I thought and believed, the conversations with my mentor led me to break down those beliefs and barriers. I have reevaluated my leadership style and the ways that this could be adapted to drive inclusive change. These open and honest conversations have helped shape my team as I better understand the importance of clear career paths in the field to upskill, retain and build trust with colleagues and to better support them through periods of development”.

Jo Niven
Head of Capital Maintenance and Inspections at SSE and mentee in SSEN Distribution’s third cohort of its reverse mentoring programme, which has had 35 mentoring pairs to date.

Creating pathways for a diverse energy workforce

Ensuring that people from diverse backgrounds have accessible pathways helps to provide the energy sector with the skilled workforce it needs to deliver net zero.

- **Offering routes into employment with Enable Scotland:** SSE participates in ENABLE Scotland’s ‘All In’ programme, which offers tailored, person-centred support for people with disabilities or long-term health conditions, helping them access meaningful employment opportunities. SSE provided two six-month placements in its finance team in 2023/24, with a new permanent position offered in 2024/25.
- **Solicitor apprentices:** In 2024, SSE launched its first solicitor apprentice programme with the University of Law, offering school leavers (or those with equivalent qualifications) a paid, six-year route to qualify as solicitors.

Two positions were offered in 2024 and SSE plans to run the programme every other year, adjusting the number of roles based on business needs.

More information on SSE’s education and development programmes can be found in the Sustainability Report 2025 and on sse.com/inclusion.





Inclusive processes

Embedding best practice

Developing robust policies and processes that embed inclusion helps SSE create a workplace that supports current and future employees.



2024/25 progress

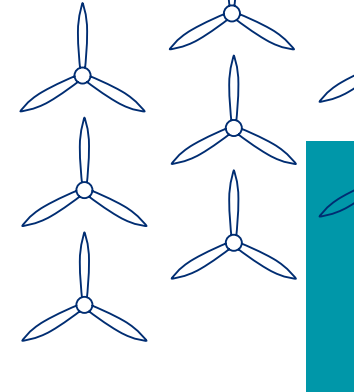
SSE’s Inclusion and Diversity team collaborates with teams across the business, ensuring that SSE meets the diverse needs of both employees and customers. Examples are listed in table 5.

Supporting inclusion and diversity within the community

In 2024/25, SSE Renewables’ community investment funds awarded £1.7m in 76 projects that drive inclusion and diversity, supporting communities close to SSE’s assets. These included establishing a new bursary programme for students in Shetland, a new education programme in the Highlands, and completing year five of SSE Renewables’ partnership with the King’s Trust in Northern Ireland.

Table 5 Inclusive process initiatives in 2024/25

Business Function	2024/25 progress
Reward and Benefits	Introduced senior care support through Lottie, a free 24/7 service providing advice and planning resources.
Safety, Health and Environment	Following feedback, SSE improved its Safety and Environmental Accident Reporting System (SEARS) to make it more accessible to a wide range of employees including those with visual impairments, colour blindness, and dyslexia.
Culture and Engagement	Employee recognition scheme Spotlight was used 337 times during the year to recognise inclusion and diversity education efforts, community building, leadership, and allyship.
Procurement	<p>Launched a Supplier Diversity Strategy setting out SSE’s approach to helping more businesses of different sizes, locations and backgrounds, access opportunities to compete for the supply of goods and services. The supporting action plan includes:</p> <ul style="list-style-type: none">• Peer collaboration and advocacy• Publishing supplier diversity ambitions• Updating procurement and onboarding processes to make them less complex and more inclusive <p>Data is collected from suppliers on diverse ownership and workforce diversity through the sustainability platform, EcoVadis. At 31 March 2025 86% of SSE’s active suppliers have policies and actions promoting diversity, equality and inclusion.</p>
Facilities Management	Enhanced quiet rooms based on best practice and feedback, considering the needs of different cultures, people with disabilities, neurodiverse employees and working parents, including space for expressing milk. A blueprint for inclusive design has been developed for use in building and equipping future quiet rooms.
IT	Launched an Assistive Technologies hub giving employees access to neurodiversity-related accessibility tools such as a text to speech feature.
Resourcing	Through sustained application of the inclusive recruitment strategy, leadership group applications from women have increased from 20% in 2023/24 to 22% in 2024/25, with women making up 31% of the hires. More detail on SSE’s inclusive hiring practices is at sse.com/inclusion .





Employee voice

Actively listening

SSE actively listens to employees to help the business consider the diverse range of needs that impact culture, policy, and processes.

Employee feedback

SSE’s annual all-employee survey provides insight into employee sentiment around engagement and inclusivity through questions on topics such as development opportunities, safety, identity at work, culture and manager support.

In the 2024 survey, scores for overall engagement and the focused inclusion questions improved, continuing a consistent trend since 2019. These results are illustrated below. More information on the 2024 survey can be found in the Sustainability Report 2025.

Key employee engagement scores for inclusion and diversity questions in 2024



Tools to support employee wellbeing: Return-to-work and neurodiversity support

Across 2024/25, following employee feedback, SSEN Transmission piloted two key tools to support employee wellbeing. The first, a SharePoint site, aids employees returning from family leave and career breaks, offering resources like communication materials, a manager checklist, and a buddy system.

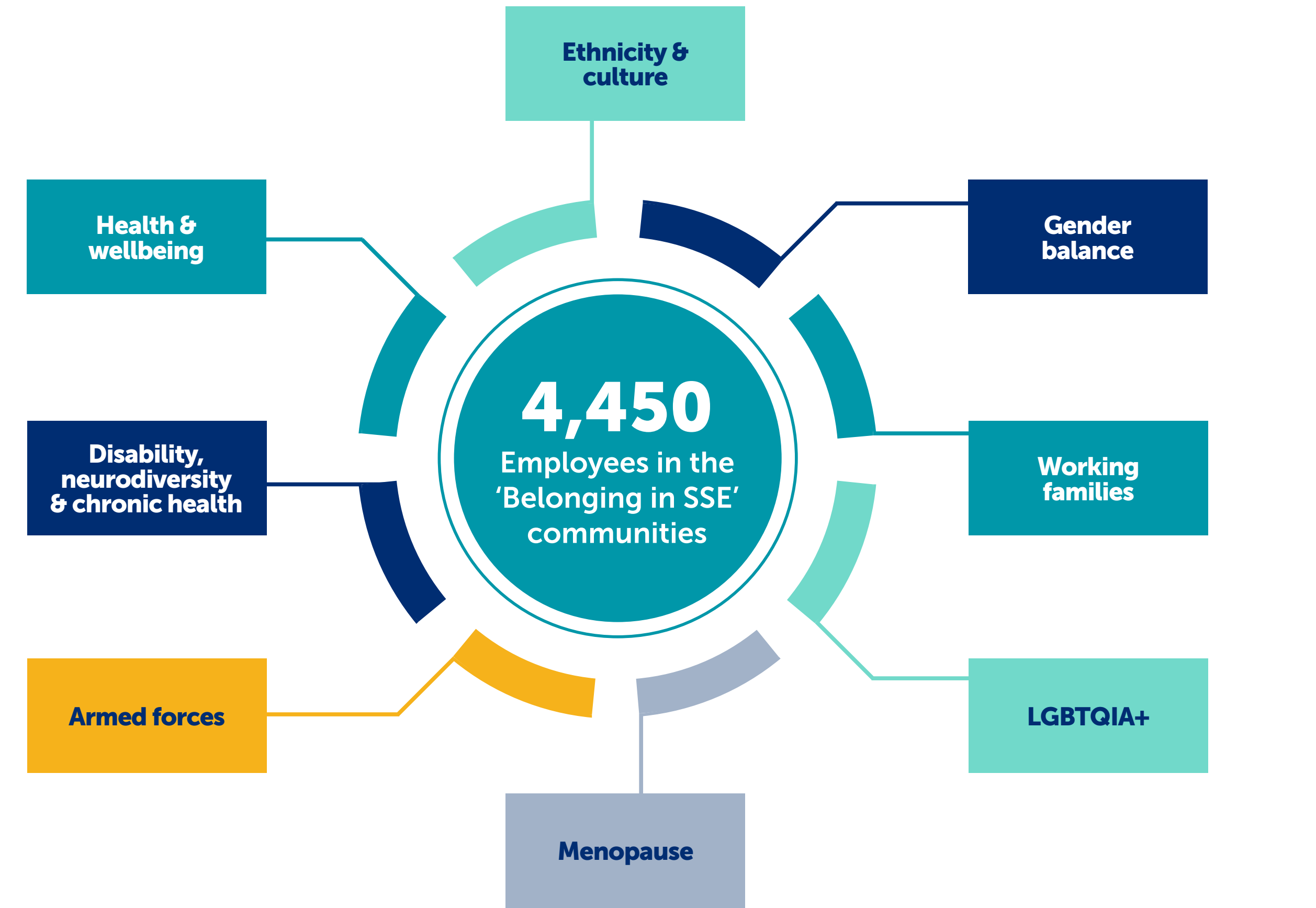
A second tool, the Individual Support Plan, supports neurodiverse early-career employees. The personalised plans are designed to help employees discuss necessary adjustments with managers and are backed by line manager training.

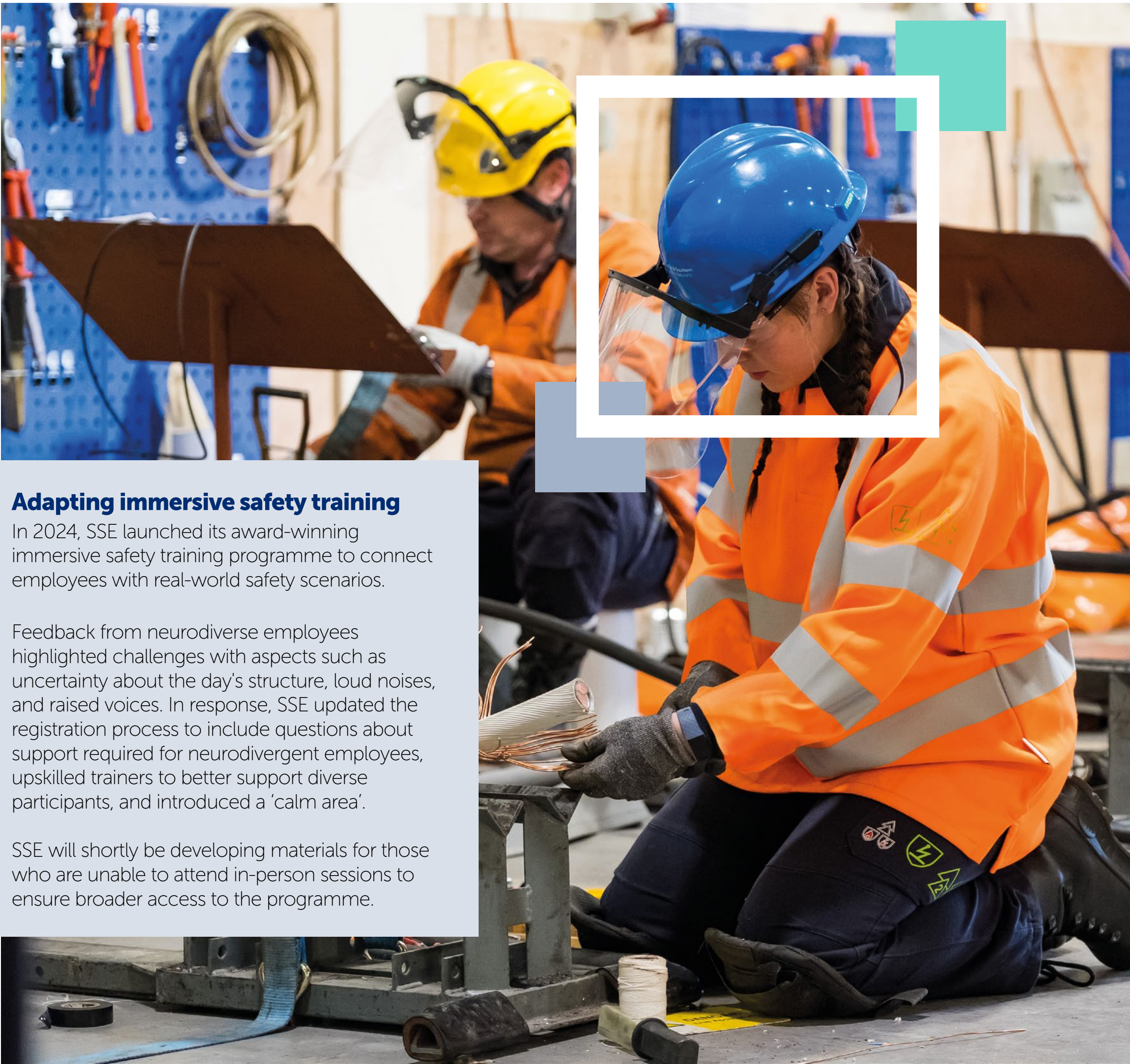
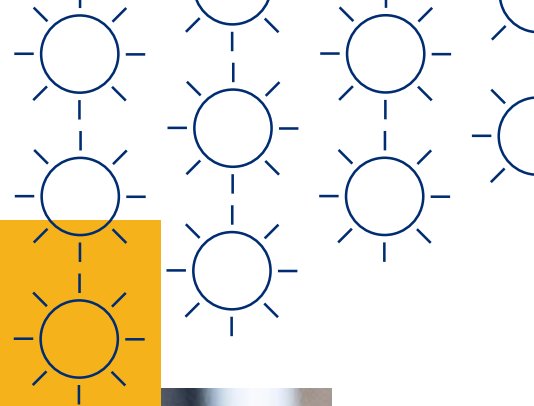
Following the pilots, feedback will be used to refine both tools for a wider rollout in 2025/26.

Belonging in SSE’ communities

Through its eight ‘Belonging in SSE’ communities, SSE listens to and engages with employees on a range of diversity subjects. Over 2024/25, all communities increased membership bringing the total membership to 4,450 employees, an increase of 35% since 2023/24.

A key theme identified across the eight communities is that there are many areas of commonality. As a result, 2024/25 has been focused on identifying opportunities to collaborate, highlight intersectionality, and create joint spaces for discussion.



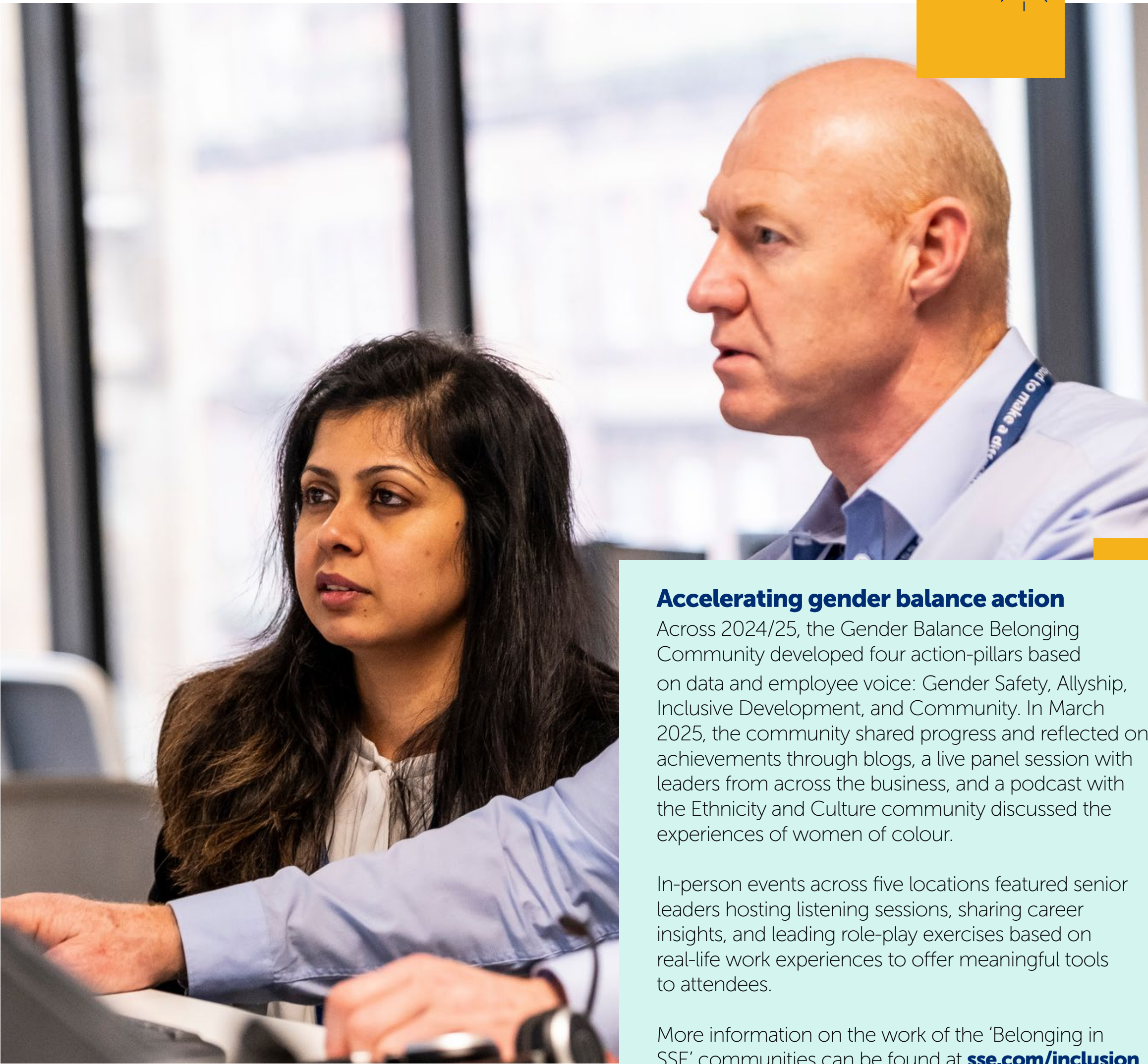


Adapting immersive safety training

In 2024, SSE launched its award-winning immersive safety training programme to connect employees with real-world safety scenarios.

Feedback from neurodiverse employees highlighted challenges with aspects such as uncertainty about the day’s structure, loud noises, and raised voices. In response, SSE updated the registration process to include questions about support required for neurodivergent employees, upskilled trainers to better support diverse participants, and introduced a ‘calm area’.

SSE will shortly be developing materials for those who are unable to attend in-person sessions to ensure broader access to the programme.



Accelerating gender balance action

Across 2024/25, the Gender Balance Belonging Community developed four action-pillars based on data and employee voice: Gender Safety, Allyship, Inclusive Development, and Community. In March 2025, the community shared progress and reflected on achievements through blogs, a live panel session with leaders from across the business, and a podcast with the Ethnicity and Culture community discussed the experiences of women of colour.

In-person events across five locations featured senior leaders hosting listening sessions, sharing career insights, and leading role-play exercises based on real-life work experiences to offer meaningful tools to attendees.

More information on the work of the ‘Belonging in SSE’ communities can be found at sse.com/inclusion.

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