

# RWE

## Gender Pay Gap Report 2025

RWE Supply & Trading



## Foreword



Dr. Holger Himmel, CFO

A handwritten signature in blue ink, appearing to read 'H. Himmel'.

Providing equal **opportunities based on merit** remains a core principle for us. With the introduction of our **new global framework**, we establish a robust and transparent foundation that supports consistent and fair remuneration practices across the organisation and enables us to continue safeguarding **equal pay for equal work**. At the same time, the ongoing underrepresentation of women in top-earning positions continues to influence differences in both hourly pay and bonus outcomes. Addressing this imbalance remains a priority, and we are progressing a range of **targeted initiatives** to support a more balanced gender representation.

At RWEST, we are committed to fostering an **inclusive culture** where people from diverse backgrounds collaborate globally, united by shared values. **Fairness** is a core principle that guides our daily operations. Our equal pay analysis across comparable job groups reaffirms our **commitment to equitable remuneration**. Beyond this, we continue working to enhance gender diversity at all levels. We will drive meaningful change until we achieve significant progress in gender representation.



Joaquin Molina, Head of HR

A handwritten signature in blue ink, appearing to read 'J. Molina'.

## A journey to greater transparency

**In 2025 RWE Supply & Trading launched a new global framework that focuses on creating a more transparent, fair and consistent approach to how jobs are defined and rewarded within the company.**

At its core, the initiative organizes every position in a structured architecture, offering clear role descriptions, expectations, and pathways for career development. This means employees know exactly where their job sits in relation to others and can better visualize potential avenues for growth and progression.



One of the critical aims of this program is to address and minimize the gender pay gap. By mapping roles based on objective criteria and aligning pay to both internal and external benchmarks, the framework ensures that pay decisions do not rely on subjective factors, historic conventions, or personal negotiations.



Employees performing work of equal value are evaluated through the same standards, reducing the risk of unconscious bias or discrimination. The system will be regularly reviewed, including dedicated analyses of pay gaps so any discrepancies can be systematically identified and corrected.

Another advantage of this framework is its commitment to ongoing transparency. Employees are given access to information about job structures, responsibilities, and reward philosophy through centralized resources. As a result, pay decisions become more understandable, defensible, and fair, fostering trust across the organization. Employees also benefit from manager discussions about their individual role classification and mapping, which supports greater clarity and empowerment when discussing compensation and development.

Overall, RWE Supply & Trading's approach represents a cultural shift toward openness and fairness in compensation, offering a long-term solution for equal pay and professional growth. By embedding these principles into its processes and actively analysing outcomes, the company is laying the groundwork for sustained gender equity in pay and opportunity.



## Initiatives promoting a balanced gender representation

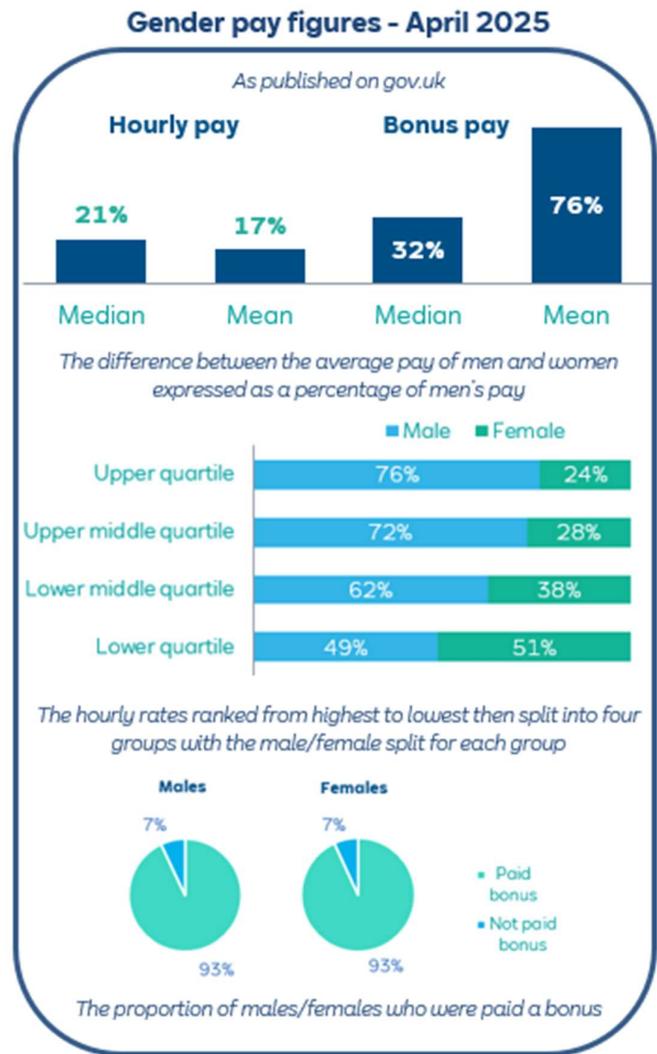
To promote a more balanced gender representation, our organisation has introduced several initiatives. These efforts focus on reducing gender disparities and creating an inclusive environment that embraces diversity at all levels.

### Quantitative Target

RWEST has established a clear target to achieve 30% female representation in executive positions by 2030, reinforcing our commitment to gender diversity at the highest leadership levels. This objective reflects our ambition to create a more balanced representation. Over the past four years, we have **increased the share of female executives from 17.9% to 23.6%**, with progress continuously tracked through internal data monitoring.

### Well-Resourced DE&I Commitment

To further reinforce our commitment to diversity, we have established **two dedicated roles** to lead and advance our strategic DE&I initiatives. These roles provide a clear and structured focus on fostering a more inclusive workplace and are supported by dedicated resources, including allocated budgets, to enable effective implementation and further development of our DE&I agenda. This investment highlights our sustained, long-term commitment to advancing diversity, equity, and inclusion across RWEST.



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## Recruitment efforts

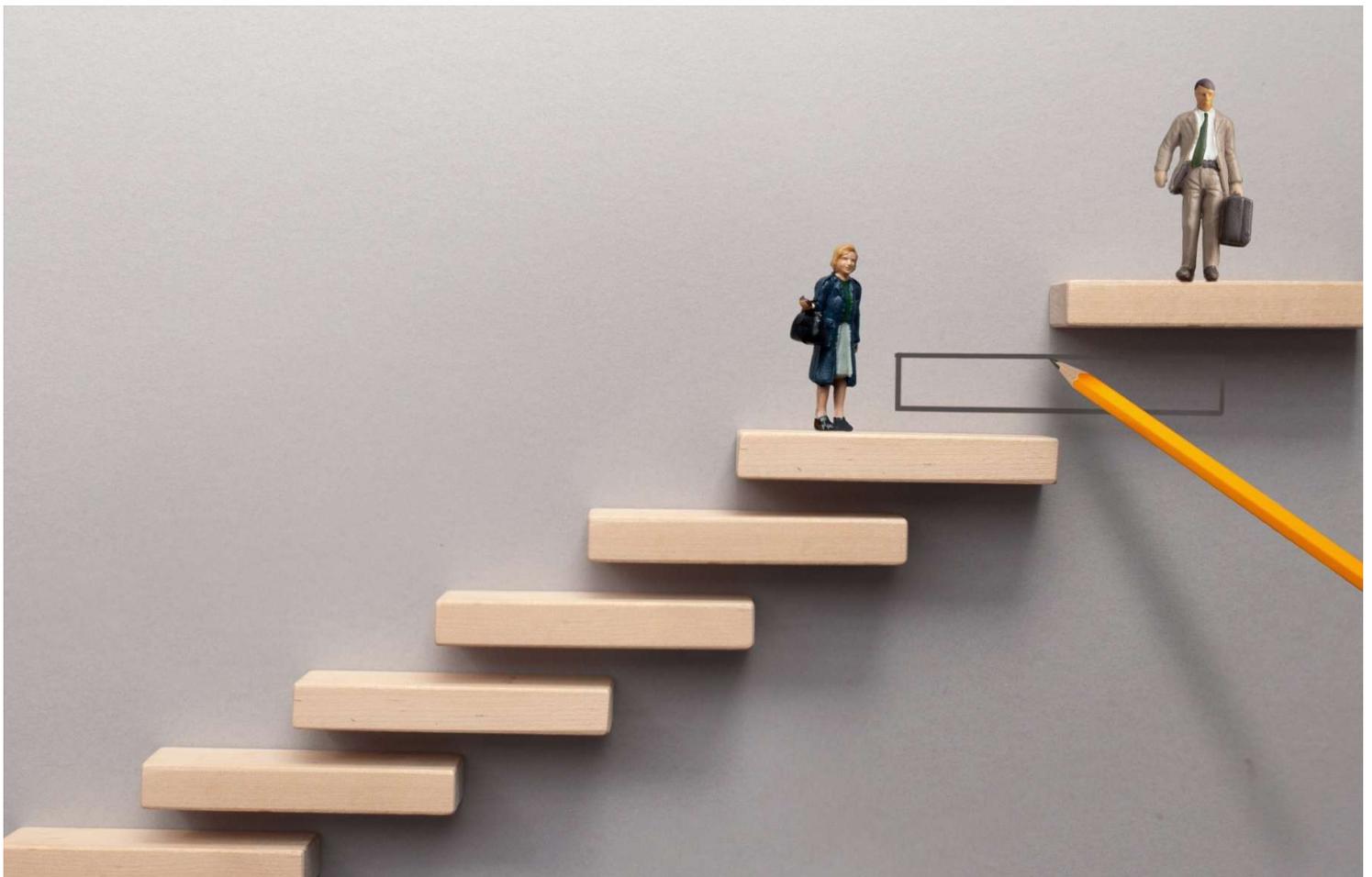
In 2025, we continued our efforts to attract more female candidates, with women making up 33% of all new hires. Female representation among new hires remains steady across different levels: 35% in entry positions, 34% in professional roles, 26% in senior professional roles, and **71% in executive positions**.

## Part-time applications initiative

To further enhance flexibility and inclusivity within our workforce, we have adopted a new approach to recruitment. In 2025, **83% of our job advertisements** explicitly encourage candidates to apply for part-time roles and explore flexible working arrangements. This initiative aims to expand our talent pool by accommodating diverse needs and fostering a more adaptable work environment.

## Graduate & Early career programmes

At RWEST, our Early Careers Programmes continue to play a key role in attracting and developing future talent. In 2025, our ongoing commitment to gender diversity was reflected in a strong increase in female representation, with women accounting for **44% of all Early Careers hires**, demonstrating clear progress compared to the previous year.



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## Women in Trading Programme

RWEST launched the Women in Trading Summer Placement Programme in 2024 to address the underrepresentation of women in trading by providing high-potential female students with hands-on experience and insight into trading roles. The programme is now in its third year and continues to grow. The programme has proven to be a valuable pipeline for future talent, attracting high-calibre candidates with **conversions for both the 2024 and 2026 Commercial Graduate Programme**. Building on this success, RWEST will continue to run the programme to further enhance gender diversity within trading and commercial functions.

## Women's Network UK

The UK Women's Network 2025 highlights included sharing career stories from women at different levels of the organisation which provided members with **practical insights and relatable role models**, and running skill-building workshops to empower women in their development. The Network also prioritised women's health through a series of Menopause Cafés, addressing important topics such as managing brain fog and busting myths around HRT. These initiatives not only raised awareness, but created supportive environments for open discussion of issues that can affect retention and progression.



## Inclusive Leadership Training

RWEST successfully launched its Inclusive Leadership Training programme in 2025. In its first year, **25% of people leaders completed the training**, with a further **20% targeted in the second year** as part of the ongoing rollout. The programme is designed to equip leaders with the skills to foster an inclusive and equitable work environment by increasing awareness of unconscious bias, promoting psychological safety and embedding inclusive behaviours into daily leadership practices.

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## Talent & Leadership Development

At RWEST, we remain committed to balanced gender representation across all talent programmes. In 2025, women accounted for **30% of participants** in Leadership Potentials programmes and 44% across Expert Talent Programmes, including Early Career, Expert, IT and Commercial tracks. These figures reflect our continued focus on embedding diversity and inclusion at the core of our development initiatives.

## Parental Leave Coaching

RWEST launched its Parental Leave Coaching programme in early 2024 to support employees transitioning into parenthood. The **programme has since become a permanent offering** and provides personalised 1:1 coaching for employees before and after birth, adoption or foster care placement, supporting a smooth transition and return to work while balancing professional and family responsibilities.

## Dedicated Female Leadership Talent Programme

Launched in 2024, RISE is now in its second cohort and continues to deliver strong results. The programme has already supported **five promotions including two executive promotions**, with an above-average apply-to-hire rate among participating talents. RISE provides targeted development through coaching, professional development tools, networking and sponsorship, and remains a key lever in strengthening the pipeline of future female leaders at RWEST.

## Flexible & hybrid working

Our organization has embraced hybrid and **flexible working models** across most departments, combining office presence with remote work to promote work-life balance. This approach reflects our commitment to fostering a supportive and adaptable work environment, enhancing both employee well-being and organizational success.



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