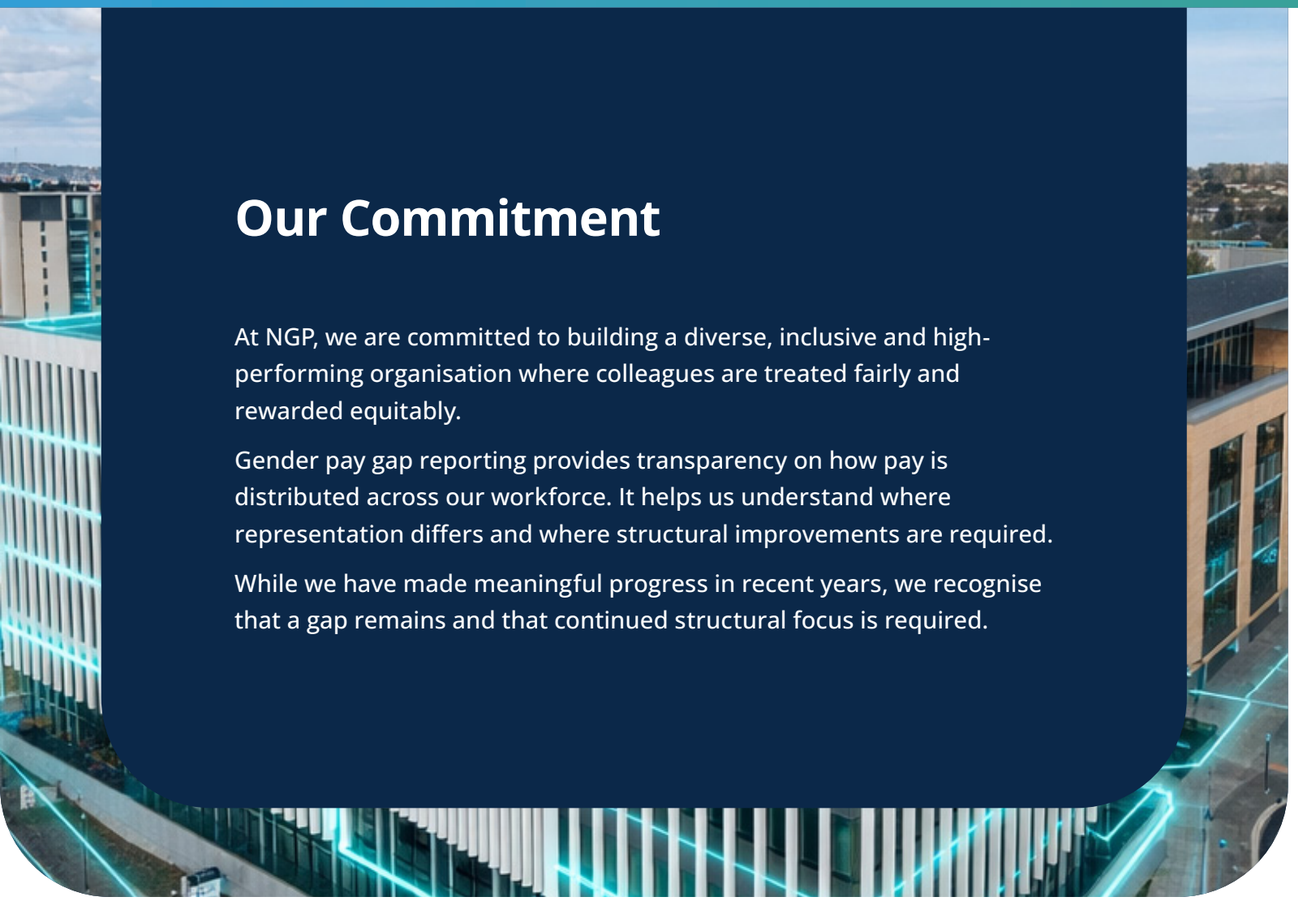
NORTHERN GAS AND POWER
THE SMARTER ENERGY CHOICE

Gender Pay Gap Report

2025



Our Commitment

At NGP, we are committed to building a diverse, inclusive and high-performing organisation where colleagues are treated fairly and rewarded equitably.

Gender pay gap reporting provides transparency on how pay is distributed across our workforce. It helps us understand where representation differs and where structural improvements are required.

While we have made meaningful progress in recent years, we recognise that a gap remains and that continued structural focus is required.

Understanding the Gender Pay Gap

The gender pay gap measures the difference between the average hourly earnings of men and women across the organisation.

It is important to distinguish this from equal pay:

Equal Pay

Equal pay relates to men and women receiving equal pay for equal work.

Gender Pay Gap

Gender pay gap measures the difference in average earnings across the entire workforce, regardless of role or seniority.

Our gender pay gap is influenced by workforce composition, representation in senior roles, and the distribution of colleagues across revenue-generating functions.

2025 Gender Pay Gap Results

Hourly Pay Gap 2025

8%
Mean Pay Gap

12%
Median Pay Gap

Our mean pay gap remains at 8%, consistent with 2024 and significantly reduced from 24% in 2023. This reflects progress in representation across management and operational levels.

Bonus Gap 2025

51%
Mean Pay Gap

31%
Median Pay Gap

While a similar proportion of men and women received a bonus (73% of men and 74% of women), the value of bonuses awarded differs.

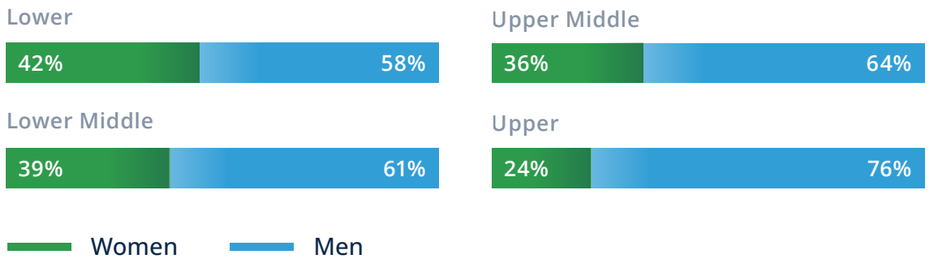
This gap is primarily influenced by:

- The concentration of men in revenue-generating sales roles (currently 78% male), where remuneration includes performance-based and uncapped commission.
- Representation within senior commercial and leadership roles.
- Variability in commission outcomes linked to revenue performance.

We recognise that this remains an area requiring continued structural focus.

Pay Quartiles

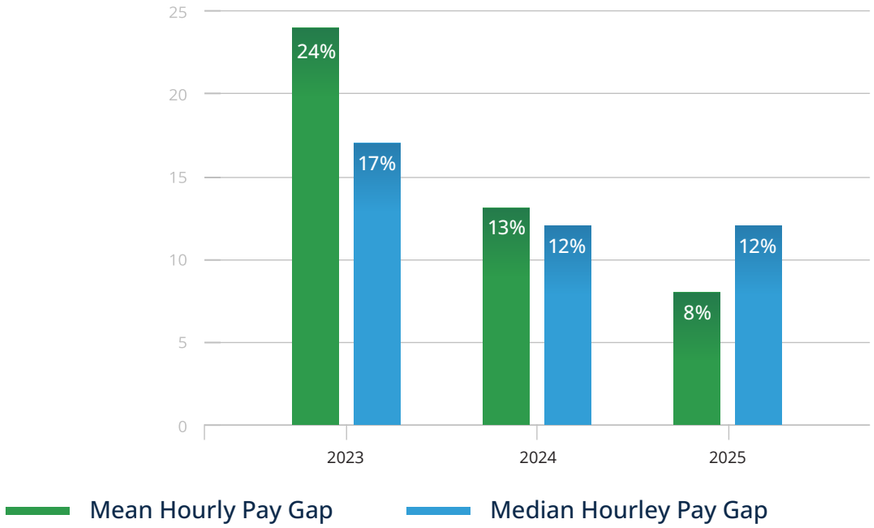
The table below shows the gender distribution across four equally sized pay quartiles:



Women currently occupy 24% of roles within the highest pay quartile. While this reflects improvement in middle management representation, increasing female representation in senior and revenue-generating roles remains key to reducing both hourly and bonus pay gaps.

Encouragingly, female representation within the upper middle quartile has increased by 9% compared to 2024, demonstrating positive pipeline movement.

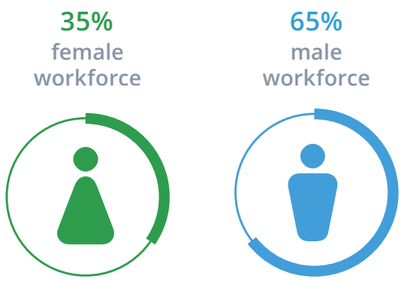
Three-Year Trend



The reduction from 24% in 2023 to 8% in 2025 reflects sustained focus on representation, recruitment and internal progression.

Workforce Profile

As at 5 April 2025



Our largest employee population sits within sales functions, which remain male-dominated. These roles operate under variable and commission-based pay structures, which materially influence bonus outcomes.

In non-sales functions, the gender balance has become more evenly distributed (49% women / 51% men), strengthening our progression pipeline.

Key Drivers of Our Gap

Our gender pay and bonus gaps are primarily influenced by:

- Representation differences within commercial and revenue-generating roles.
- Gender distribution within senior leadership positions.
- The structure of performance-linked remuneration.

There is no evidence of unequal pay for equal work within the organisation.

Our Action Plan

We recognise that sustainable change requires structural intervention. Our focus for 2026 includes:

Structural Interventions

- Review of incentive and commission structures to ensure transparency and fairness.
- Calibration of pay review processes to ensure consistency across functions.
- Strengthened succession planning with gender representation tracking.
- Targeted recruitment initiatives to increase female representation in sales and commercial roles.

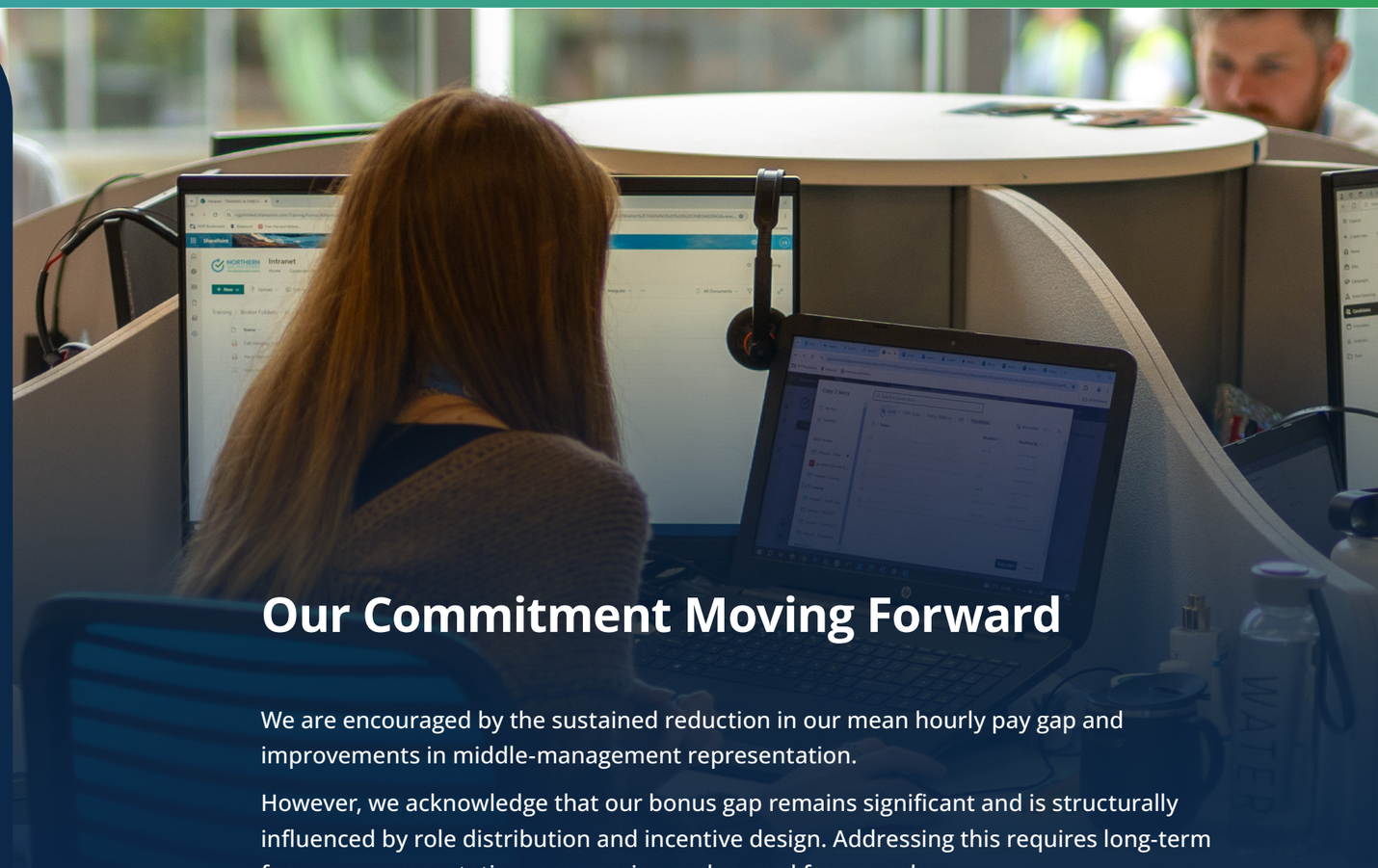
Leadership & Progression

- Development pathways for emerging female leaders.
- Increased visibility of career progression routes.
- Continued partnership with Inclusive Employers.

Inclusive Culture

- Menopause Workplace Pledge commitment.
- Enhanced family-friendly policies, including maternity and neonatal pay.
- Continued investment in health and wellbeing support.
- Women's Network events and engagement initiatives.

We recognise that cultural initiatives support inclusion, but structural progression into senior and revenue-generating roles will be central to further reducing the gap.



Our Commitment Moving Forward

We are encouraged by the sustained reduction in our mean hourly pay gap and improvements in middle-management representation.

However, we acknowledge that our bonus gap remains significant and is structurally influenced by role distribution and incentive design. Addressing this requires long-term focus on representation, progression and reward frameworks.

We remain committed to transparency, accountability and continuous improvement.

DECLARATION

I confirm that the data reported above is accurate and has been calculated in accordance with the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.

We are committed to building a diverse and inclusive organisation and to taking meaningful steps to reduce our gender pay gap over time.

Women's Network
Global Procurement Group

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Head of People

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People Director

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TrustScore 4.8 | 12,345 reviews

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We are a Living Wage Employer

Inclusive Employers

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Menopause Workplace Pledge