

Sembcorp Energy UK Gender Pay Gap Report - 2025

Data as at 5th April 2025



Sembcorp in the UK

A leading energy and urban solutions provider supporting the UK's transition to Net Zero

>1.3GW* in operation and under development

Wilton International

- 2,000 acres of site located within the Teesside UK industrial cluster
- Ready-to-go infrastructure and utilities with the largest private wire network in the UK
- Supplying electricity and steam generated by gas, waste-to-resource and biomass

Flexible energy generation and BESS portfolio

- Over 40 fast-acting power stations and BESS sites throughout England and Wales
- Operates in the frequency response services for National Grid ESO
- Supports the continued growth of renewables and the UK's Net Zero ambitions

* Includes energy storage capacity which is measured in MWh

What is the Gender Pay Gap?

A gender pay gap is a measure of the difference in the average pay of men and women – regardless of the nature of their work – across an entire organisation, business sector, industry, or the economy as a whole

Report and methodology

This report has been developed with data compiled in compliance with The Equality Act 2010 (Gender Pay Gap Information) Regulations 2017, which requires employers with at least 250 employees to publish annual information to show whether there is a difference in the average pay of their male and female employees.

Calculations of mean and median pay, and of quartile pay bands, are based on a snapshot as at 5th April 2025, including ordinary full pay and bonus/commission paid in the same pay period.

Bonus calculations relate to payments made to all eligible employees in the 12 months preceding the snapshot date.

Workforce demographics and gender pay gap profile

Our 2025 analysis indicates a gender pay and bonus gap when we compare the overall average hourly pay and bonuses for both women and men. Several factors contribute to this gap:

Workforce composition

Males make up a significant majority of the workforce as is still common for the sector we work in.

Occupational distribution

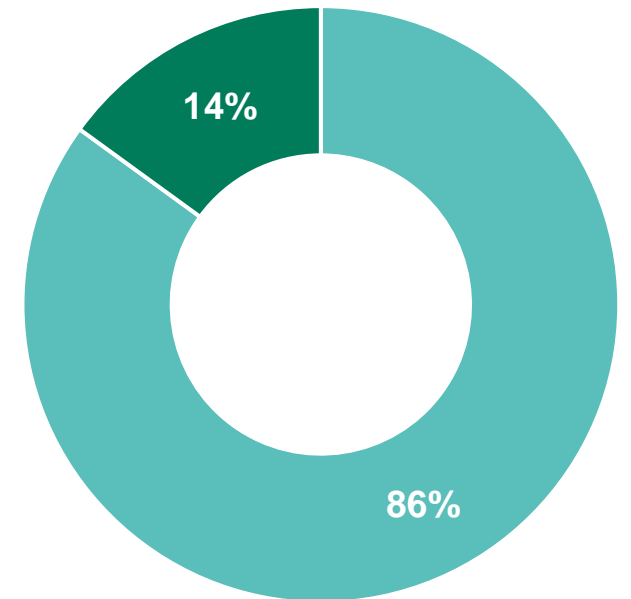
A higher proportion of males are in technical occupations (operations, engineering and maintenance) which are typically higher paid. Females are more predominantly placed in functional support roles which are typically lower paid than technical occupations. Additionally, females make up the largest proportion of part-time workers.

Leadership profile and representation

Senior positions have higher salaries and higher bonus payments, and the majority of senior management roles are held by males. 2 out of 9 of the department heads reporting to the UK CEO are female.

410 employees:

353 male, 57 female



The majority of employees are based at our Wilton International site on Teesside.

Hourly rate and bonus pay analysis: 2025 vs 2024

Sembcorp’s total headcount fell by around 16% between 2024 and 2025, with a disproportionately higher reduction among female employees. This shift in workforce composition has contributed to an increase in the gender pay gap, as female representation declined particularly in higher-paid roles. Despite this, the data indicates that average bonus payments were higher for female employees than for males, indicating that bonus outcomes for female employees were comparatively strong, even though the overall pay gap widened due to changes in workforce composition.

2025

	Mean	Median
Pay gap – hourly rate	11.73% ↑	14.11% ↑
Bonus pay gap	-23.97% ↓	10.62% ↑

	Number receiving a bonus *	% bonus distribution
Female	49	90.08%
Male	318	85.96%

410 Total employees (57 female, 353 male)

*the number receiving a bonus reflects the total number of employees eligible for the 2025 bonus payment

2024

	Mean	Median
Pay gap – hourly rate	0.45%	6.71%
Bonus pay gap	-3.19%	-4.36%

	Number receiving a bonus *	% bonus distribution
Female	49	64.47%
Male	279	61.91%

493 Total employees (76 female, 417 male)

*the number receiving a bonus reflects the total number of employees eligible for the 2024 bonus payment

Closing the gap

We aim to attract, recruit and retain more females in our workforce and undertake activities to support this:

- We offer and consider flexible working across our roles.
- All external recruitment is advertised and we consider the wording used and how males and females may respond to differences in language used.
- We showcase Sembcorp and opportunities for females both internally and externally.
- We highlight role models on our website and social media.
- We profile our female colleagues, across a variety of roles, in national campaigns such as International Women's Day and enter them into local and national awards including the Tees Businesswomen awards.

The gender pay gap is not a challenge specific to Sembcorp Energy UK; it is an industry-wide challenge. We acknowledge that addressing our gender pay gap will take time as our industry is heavily represented by male workers, fluctuations are expected as we enhance gender diversity in our organisation over time. By actively recognising and gaining deeper insights into the composition of our workforce, we can refine our strategies for fostering gender diversity.

I confirm that the information and data provided is accurate and in line with mandatory requirements.



Mike Patrick

Chief Executive Officer, Sembcorp Energy UK