



Gender Pay Gap report

5 April 2019



Introduction

At Drax, we're proud of the role we play in supporting the UK government's aim to tackle climate change and achieve a net zero economy by 2050. Last year, we announced our ambition to be the world's first carbon negative company by 2030.

At Haven Power, we support corporations and large organisations that are striving to meet their sustainable business goals by supplying 100% renewable electricity. We're also helping businesses gain better control of their energy by tailoring our services to their individual needs and supporting the move to smart meters.

To deliver these value-added services for our customers, we need people from diverse backgrounds working in a supportive and inclusive environment.

We're making some progress towards a more inclusive workplace. However, the fundamental issue of having more men than women in our senior and higher paid roles means our gender pay gap is far too high.

In part, this is due to the flexible and part-time working that we support – and which colleagues at Haven Power welcome. This approach attracts significantly more women than men into our lower, and lower-middle, pay ranges. The current situation also exists because it takes time to build the pipeline of diverse talent needed to make a significant difference to our pay gap.

As we bring our Customers businesses – Haven Power and Opus Energy – closer together, we're also changing the senior levels of those businesses. This will continue to have a positive effect on our gender pay gap data over the coming years.

During 2019, we restructured the Drax Customers business, which includes Haven Power, and the new leadership team is as committed as I am to creating an inclusive workplace.

Will Gardiner
Chief Executive Officer
Drax Group

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



We know that diverse businesses are more successful and, at Haven Power, we have a good record of supporting diversity. However, it takes time to create a pipeline of women and diverse talent for progression to senior roles.

Our lower paid roles, and the flexible and part-time working we're proud of supporting, are attractive to colleagues who have responsibilities that include caring for others. Historically, the result is that we've attracted more women than men to these roles – and this continues to have a strong influence on our gender pay gap data.

The bonus gap has increased considerably this year, despite more women than ever (c.94%) being paid a bonus. The low number of women in senior roles means that a small number of moves in or out of these positions has a big impact on the data. This is what's happened this year, and until we can get a better gender balance at senior levels, our gender pay gap will continue to be highly variable, especially for our bonus gap.

Senior leaders across the Drax Customers business, which includes Haven Power, are committed to improving our diversity and inclusion. We'll be working with our colleague representatives, in our 'My Voice Forum', to put this year's plan into action.

A handwritten signature in black ink that reads "PSL" followed by a stylized, elongated flourish.

Paul Sheffield
Managing Director, Customers

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



Our figures at a glance

On the following pages, we show Haven Power's overall median and mean gender pay data based on hourly rates of pay as at the snapshot date of 5 April 2019.

In addition, we show the median and mean bonus pay data for bonuses paid up to 5 April. We also present additional information to explain our pay data and how we're addressing the gender pay gap.

Haven Power is a B2B energy company supplying and managing renewable electricity for large industrial and commercial customers with sites in the UK. We employ 385 people at our offices in Ipswich, with roles ranging from customer service, credit management and sales to corporate services.

What is the difference between mean and median?

The mean and median are two ways of calculating the average hourly pay and average bonus of women and men at Drax Power.

If we created two lines, one with all the women in Drax Power and the other all the men:

The **mean** is adding up all the data separately for the women and men and dividing the total by the number of people in the respective lines.

The **median** is at exactly the halfway point on each of the lines.

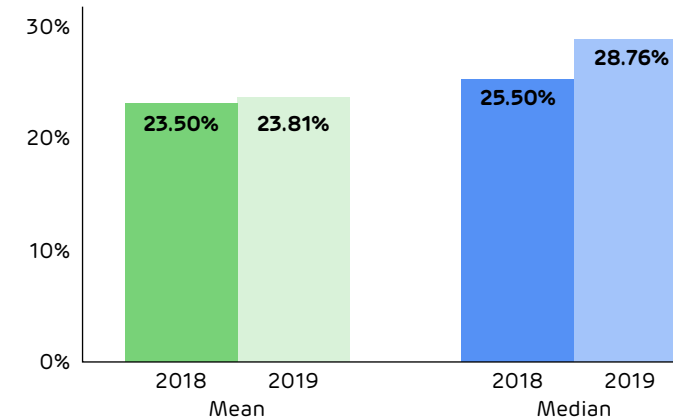


Pay Gap

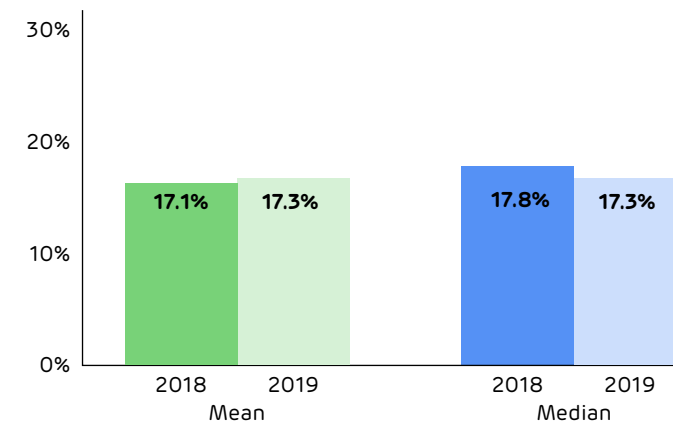
Around 40% of people employed at Haven Power work in our customer sales and services departments. We tend to attract women to our lower pay grades, partly due to the flexible and part-time working hours we offer. We're proud that we retain more colleagues in our business as a result.

We'll maintain our focus on the actions that are starting to build a more inclusive workplace, where colleagues of all backgrounds feel supported to progress their careers.

What is the difference in average hourly pay for men versus women at Haven Power?



How does this compare with the national picture?





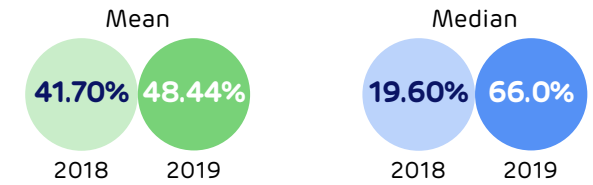
Bonus Gap

There's been an increase in the number of women who received a bonus under the Drax-wide bonus scheme introduced in 2018 and paid in 2019.

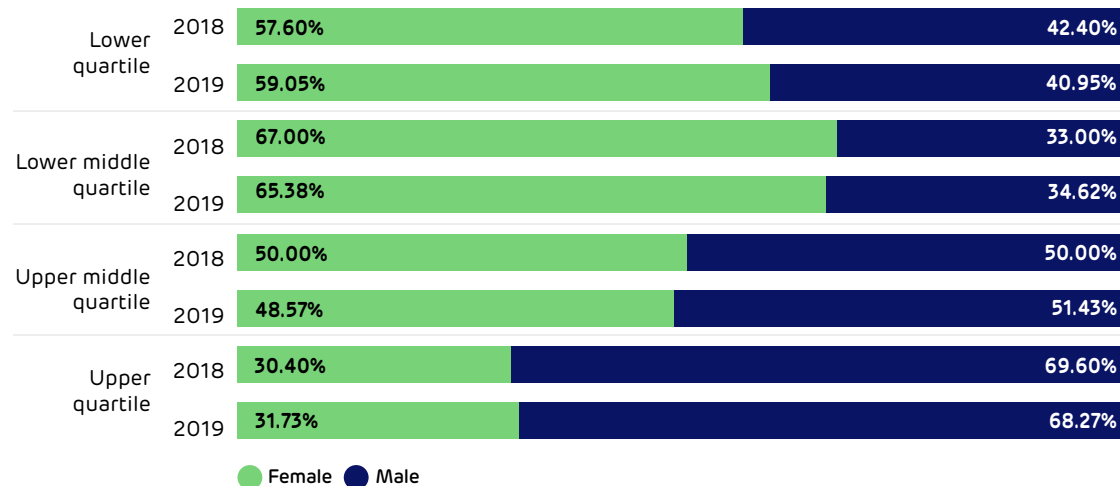
The bonus gap has increased considerably this year, despite more women than ever (c.94%) being paid a bonus. The low number of women in senior roles means that a small number of moves in or out of these positions has a big impact on the data. This is the case this year. Until we can get a better gender balance at senior levels, our gender pay gap will continue to be highly variable, especially for our bonus gap.

We'll maintain our focus on the actions that are starting to build a more inclusive workplace, where colleagues of all backgrounds feel supported to progress their careers and where we have greater diversity at all levels.

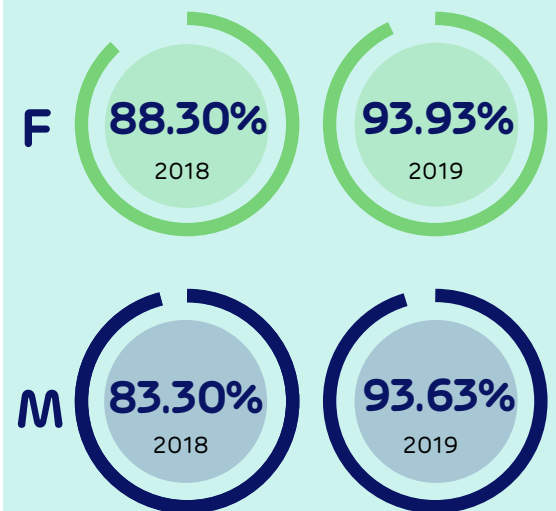
Gender bonus pay gap at Haven Power



The proportion of women and men in each pay quartile



What proportion of colleagues received bonus pay?





Our progress towards a more diverse future

STEM (science, technology, engineering, mathematics)

As part of our Drax Group education outreach, we are partnered with WISE (women in science and engineering), Engineering UK, Teach First and the British Science Association. Our partnership with Teach First enabled the recruitment, placement and training of eight STEM teachers in 2019, improving the STEM education of 1,000 students.

We are a Cornerstone Employer in Ipswich, working with local schools and businesses to provide meaningful employer encounters. We are partnered with two local secondary schools, where we support the delivery of careers and STEM activities.

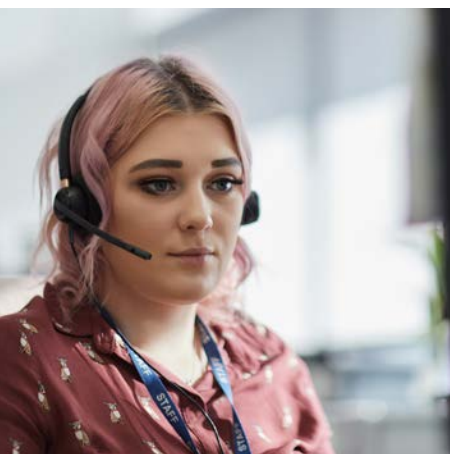
Two Haven colleagues volunteer as Enterprise Advisors at one of our partner schools. We have also invested in a

Greenpower electric car kit for the school. Students can design, build and race an electric-powered car kit, encouraging them to study STEM subjects.

Profiling women at Drax

We have women at all levels and in a wide variety of roles at Haven Power. These include positions in our management, sales and services teams, as well as in our core services such as finance, accounting, regulation and compliance.

In 2019, our professional women co-hosted an all-female event at Drax Power Station, part of Drax Group, called 'Women of the Future'. The event promoted the different roles in our company and industry that are available to, and currently filled by, women.



Our progress towards a more diverse future

Promoting diversity internally and externally

We've introduced gender neutral language to our external and internal recruitment processes and are profiling diverse role models through our internal channels.

We'll also be providing gender ratio guidance for interview lists as we seek to improve the gender and diversity balance for all recruitment.

During 2020, we'll set diversity objectives for all managers and include diversity training in our leadership and management development programmes.

Potential and talent pipeline

We're continuing to include a critical review of our promotion, recruitment and talent pipeline decisions to eliminate gender bias and promote diversity.