

GENDER EQUALITY PLAN (GEP)

Our commitment

At ORE Catapult championing an inclusive culture for all people to feel safe and supported at work, no matter what their individual characteristics, is part of who we are. We encourage everyone to bring their whole selves to work to enable a work environment that is supportive and collaborative and where integrity is demonstrated and valued. As well as benefiting people, this approach creates the conditions for the diversity of thought and innovation that allow ORE to perform to the highest standard for everyone. Demonstrating resilience and determination to overcome barriers, we strive to achieve excellence.

Our inclusion journey continues as we look to further embed our inclusive approaches while proactively further exploring and growing our understanding of Equality, Diversity, and Inclusion (EDI). Over the next years, we will continue to deliver against the commitments in our 2025-2028 Inclusion & Diversity (I&D) strategy, building on our previous year's work, and gathering knowledge and working with organisations with relevant expertise to assess where we are at as an organisation. Building on our now established foundations, we will always strive to create even greater inclusion, continuing to pursue outreach measures for under-represented groups, including black and minority ethnic communities, disabled people, women, and those from the LGBTQ+ community. We believe that, by creating such an environment, we can attract the absolute best talent, regardless of background. We continue to seek feedback from current employees and ensure our inclusion efforts are well informed by their lived experiences.

We continue to support the Offshore Wind Industry Council's commitment to increase the representation of women in the workforce to a third by 2030 and commit to seeking to achieve this target within our organisation. We will work in collaboration with Innovate UK and the wider Catapult Network in commitment of I&D recognising the convening role of the Catapult in having a positive influence on behaviour of industry and academia.

Introduction

We are committed to gender equality within our workforce as part of our wider focus on I&D. Our gender work is embedded within a range of initiatives and action plans included in our concluded I&D Strategy (2021-2024) and our refreshed I&D strategy (2025-2028).

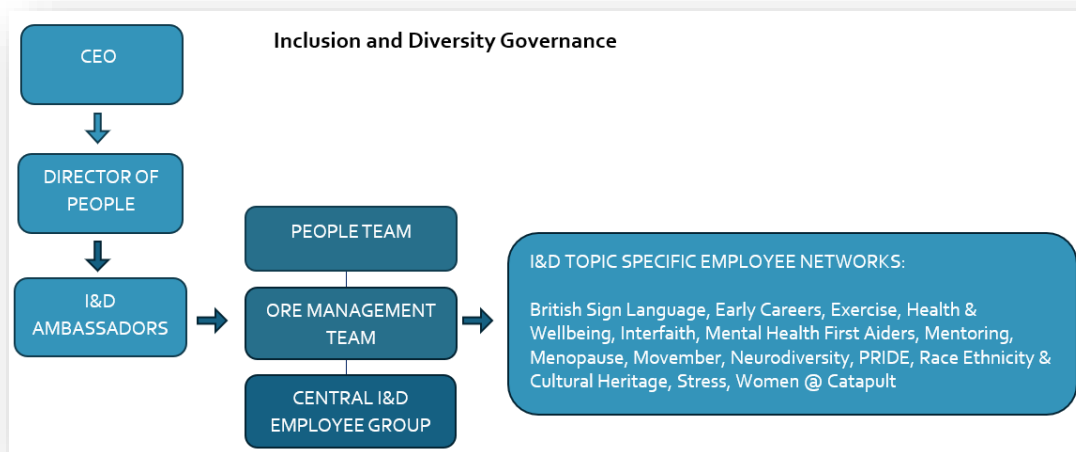
Dedicated resources and expertise

Accountability for inclusion starts at the top of our organisation, with our Chief Executive leading by example in their everyday work activity and people engagement. We have a range of I&D networks with relevance to gender equality, either expressly or through intersectionality. Forty per cent (2024) of our employees are represented on one or more of our employee diversity 'affinity' groups, which include our:

- Women @ Catapult Network.
- PRIDE Group.
- Menopause Network.
- Inclusion & Diversity (I&D) Network.
- Early Careers Network.

- REACH 'Race, Ethnicity & Cultural Heritage' Group.
- Interfaith Network.

Our I&D Governance model is represented below:



Data collection and monitoring

We collect and monitor our I&D data in many ways including:

- Publishing our gender pay gap data each year as part of our annual report.
- Reporting internally to our Remuneration Committee annually on gender (and race) pay.
- Annually undertaking an equal pay audit which compares the pay of men and women doing equal work.
- Reporting monthly internally on our workforce data, including gender identity, with set target to improve representation of women in the workforce in line with the Offshore Wind Industry Council's target.
- Having introduced a new human resources (HR) system (Cezanne) to improve the workforce data we collect from our employees through facilitating self-service.
- Providing paper questionnaires as required to capture employee demographic data for employees not accessing online tools regularly.
- Through our refreshed new starter documentation which captures demographic data including gender identity.

Our data collection and monitoring has facilitated:

- A 15% reduction in our gender pay gap in one year (2021), sustained to date.
- Employee demographic data collected for 90%+ of our employees.

Training and awareness

Each year we develop a new I&D calendar of events to recognise and raise awareness each month on a number of different topics related to protected characteristics. We consult with our multiple I&D networks to frame our calendar each year with our 2024 year celebrating, among other areas,

International Women's Day in March, International Non-Binary person's Day in July, and National Inclusion Week in September.

Online equality training is scheduled to be launched for all employees in 2025, with unconscious bias training having been run in previous years.

Gender equality action

In addition to the mandatory process-related requirements, we are committed across all five of the thematic areas recommended by the European Commission.

- Work-life balance and organisational culture
 - Through the COVID pandemic we implemented 'workstyles' to allow the flexibility of our roles to be reflected in our employee contracts, to provide visibility of work-life balance in relation to the specifics of our organisation roles.
 - Our annual externally run employee survey provides a year-on-year employee engagement comparison with 80% of our employees responding positively to our 'This is a great place to work' employee survey statement in 2024.
 - We received 'Great Place to Work' Best Workplace awards for Development (2024), Wellbeing (2023 & 2024), and Women (2023).
- Gender balance in leadership and decision-making
 - Our employee base has 27% identifying as female and we are actively reporting on 'third' gender identification including non-binary and 'prefer not to say' categories. While we have female representation at all levels in our organisation, including our Board, Executive team, and Leadership team, actively growing our organisation wide female percentage continues through all our I&D activities including those set out in our I&D strategy.
- Gender equality in recruitment and career progression
 - In 2024 we introduced a target to have female representation at 80% of our interview panels and we achieved 100%.
- Integration of the gender dimension into research and teaching content
 - We have developed and launched an equality impact assessment process to help embed early stage protected characteristic thinking, including gender, into our operational activities.
 - Our external Launch Academy programme has EDI training built into its programme for the organisations we partner with.
- Measures against gender-based violence including sexual harassment.
 - In 2025 our I&D calendar of events includes awareness raising for the 'No More Week' in March, raising awareness of domestic abuse and sexual violence
 - We have developed and launched our Trans and Transitioning Policy, and our Menopause Policy, helping to support, educate, and reduce stigma around these topics.

We are proud to share our I&D and people led initiative achievements and commitments to date, which include:

- Investors in People Gold accreditation (2022)
- Investors in Young People Silver accreditation (2022)

- Winning the Global Offshore Wind Award for equality, diversity, and inclusion (2023)
- Bronze Inclusive Employers accreditation (2023)
- Placing in the top 100 UK Best Workplace (2023, 2024 & 2025) – Great Place to Work
- Disability Confident Employer (2023)