



Professional Gender Equality Index 2025

In accordance with Law n°2018-771 of September 7, 2018, known as the French Avenir Law which aims to eliminate the gender pay gap, Neoen SAS has calculated its professional gender equality, for the year 2025¹.

For the year 2025, Neoen SAS has achieved an overall score of 79 points out of 100, compared to 82 out of 100 in 2024.

This index is calculated based on **4 indicators**², measured according to a scale of points defined by a decree:

1. gender pay gap - the achieved score is **34/40**
 - **Improvement target:** continue to pay particular attention to individual pay rises, to close any pay gaps that are not based on objective criteria, and to ensure that women are represented in senior management positions.
2. annual pay-rise gap - the achieved score is **25/35**
 - **Improvement target:** the salary increase gap is once again due to a higher proportion of women being hired in 2025, as the salaries of new recruits evolve only in the year following their hiring. As part of the salary policy for 2026, the HR team will continue to examine any discrepancies arising from the proposed increases to reach a better balance in their distribution, in line with employees' seniority and individual performance.
3. pay-rises on return from maternity leave - the achieved score is **15/15**
4. presence of women among the company's 10 highest earners - the achieved score is **5/10**
 - **Improvement target:** promote gender diversity in positions of high responsibility: during external sourcing, continue to submit at least one woman's application for each position.

¹ The period considered is from January 1, 2025 to December 31, 2025.

² For company with less than 250 employees.