

Gender Pay Gap report 2022 - Narrative



CALOR

Calor – a great place to work

Culture

At Calor, we strive together to create a workplace culture where our people feel proud to work for us and that they are all valued for their personal contribution regardless of role. We are committed to treating all of our people fairly, recognising their value and rewarding them appropriately – regardless of gender. We believe that a diverse culture is vital to our success, as is attracting and retaining the best people, exclusively on merit.

Diversity

We believe in creating a diverse and gender balanced workforce which reflects the customers and communities we serve and ensures our people can be their best selves at work.

Equality

One way to measure equality is with gender pay gap analysis which measures a difference in the average pay of women and men. The following pages provide a snapshot of our business figures on 5th April 2022, as well as some context and reasons behind those figures.

Equal Pay

The gender pay gap is the difference in average pay between the men and women in our workforce.

This is regardless of what roles they hold and so is different from 'equal pay' which refers to comparing individuals who do the same or similar work.



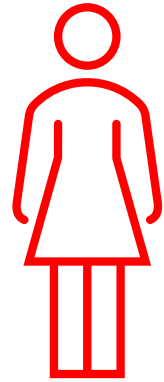
6.2% Mean

Gender Pay Gap

Based on a snapshot of data from April 2022, our gender pay gap figures are as follows:

On average woman get paid 6.2% less than men in our business. Our Median Gender Pay Gap is 15.5%.

The difference is driven by having more males than females in our workforce. For example, in two of our largest departments: Drivers and Customer Services there is 98% male Drivers and 2% female Drivers, whereas in our Customer Services teams, there is 95% females and 5% males. Driver pay is higher than Customer Service Advisor pay.



15.5% Median

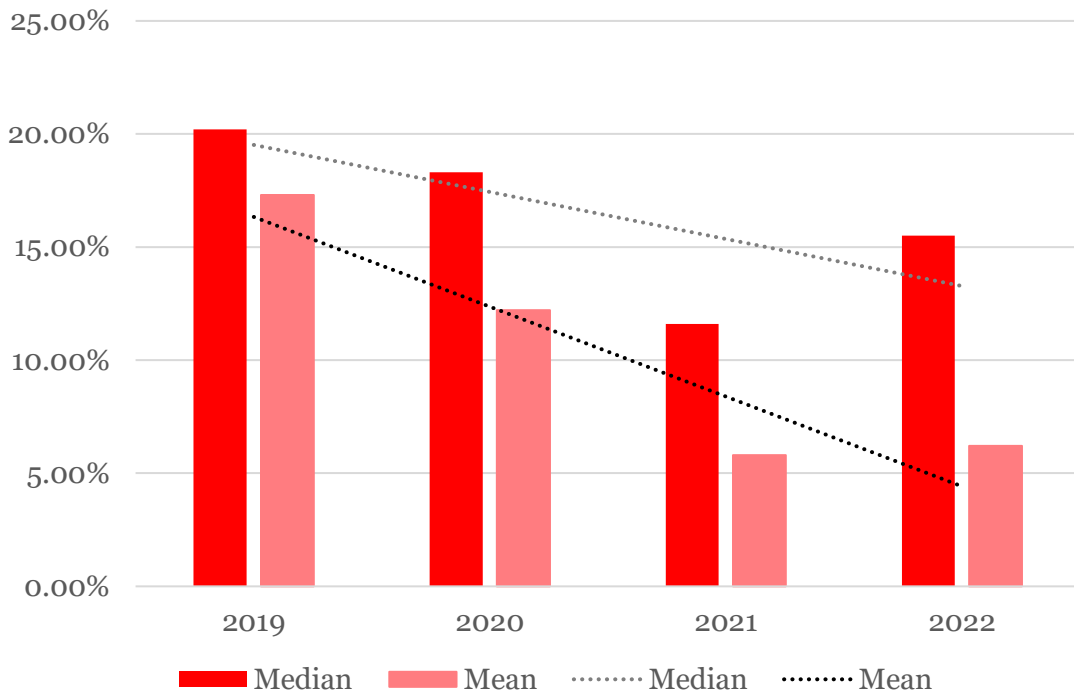
Although women make up 24% of our total workforce, they hold 26% of all management positions.

Gender Pay Gap in four year perspective

In the last four years, we are pleased to have seen a steady decrease in our median hourly pay gap and a more significant reduction of our mean gender pay gap.

At the same time we have observed a slight increase in our median pay gap in the last twelve months prior to April 2022.

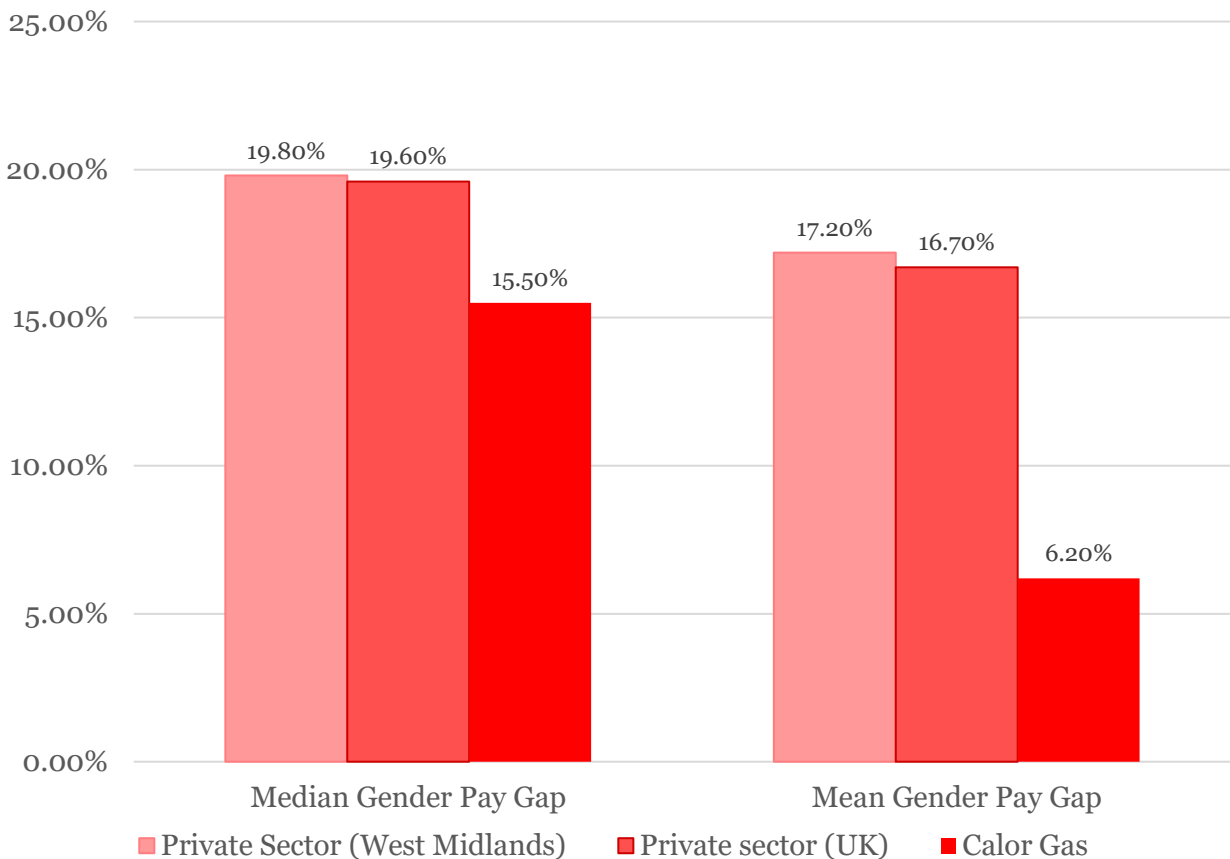
General Trend



How are we doing comparing to Private Sector?

We're pleased that our mean and median gender pay gap is smaller than the current national and regional statistics (**ONS 2022**).

Industries such as Gas and Energy, Engineering and Manufacturing generally have a smaller proportion of female employees which inevitably creates larger average pay gaps. However, we are committed to attracting more women into our business at all levels and roles.



Pay quartiles

Our pay quartile data naturally shows that our population is made up predominantly of men in all four quartiles. This data continues to demonstrate the reason for our gender pay gap.

Like, we've mentioned earlier, our demographics show that women make up 24% of our total workforce and hold 26% of all management positions.

Year on year, we are pleased to see a full percentage increase in the proportion of females in the upper quartile.

Pay Quartiles	2021	2022
Lower Quartile Male	58.7%	55.7%
Lower Quartile Female	41.3%	44.3%
Lower Middle Quartile Male	81.2%	81.0%
Lower Middle Quartile Female	18.8%	19.0%
Upper Middle Quartile Male	86.6%	91.1%
Upper Middle Quartile Female	13.4%	8.9%
Upper Quartile Male	76.7%	75.7%
Upper Quartile Female	23.3%	24.3%

Bonus Pay Gap

Our bonus pay gap (16.7% mean, 46.5% median) is driven by the variety of bonus structures in the business.

This can be attributed to the fact that the majority of colleagues in our organisation fill front line roles, and departments have different bonus structures. For example, the Driver bonus has a higher payment than the customer services bonus and we have more male Drivers and in Customer Services we have more females.

Eligibility for bonus payments is the same for male and female employees.



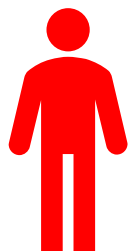
16.7% Mean



46.5% Median

Who received Bonus?

At Calor the majority of employees received a bonus in 2022. We are pleased that this is just 0.5% higher for females showing equal opportunities for male and female colleagues.



80.2% of Men received bonus



80.7% of Women received bonus

Our Commitments

We remain actively committed to continue reducing our company's gender pay gap. However, we know that meaningful change takes time and that is reflected in the figures published in this annual report.

Inclusivity

We continue to build an inclusive workplace where every colleague has the same opportunities to achieve their personal and professional goals; and where our female colleagues are supported and encouraged to develop, grow and realise their full potential.

Equity and Diversity

Our established ED&I Taskforce shows the focus and drive we have to raise awareness with our colleagues and push the agenda for equity, diversity and inclusion forwards at Calor.

Pay Transparency

We are continuing to work towards creating greater transparency of pay and we are pleased to have started working on embedding a new grading structure and reviewing our bonus schemes.



MESSAGE FROM ROGERIO LOPES - CEO CALOR

Diversity is at the heart of making us a stronger organisation. A more diverse team means we benefit from a range of opinions, inputs, and decisions. It has been encouraging to see a steady decrease in our median hourly pay gap and a continued reduction of our mean gender pay gap over the last four years. We are also proud that our mean and median gender pay gap is lower than the current national and regional statistics. We will continue to think about how we make Calor an attractive and inclusive place to work. Implementing strategies to attract, retain and develop female talent into more senior positions as well as roles primarily populated by male colleagues will continue to be an important part of our people strategy.

MESSAGE FROM STEVE WEBB - INTERIM HR DIRECTOR



At Calor, we believe in creating a diverse and gender balanced workforce which reflects the customers and communities we serve and ensures that our people can be their best selves at work. We are proud to see a continued downward trend in our mean median gender pay gap for the fourth year. We'd like to further reduce this gap by encouraging more women into our fast-paced, innovative and highly rewarding industry. We believe in job opportunities for everybody regardless of gender and want to tap into the very best talent to create a truly inclusive culture.