

# Gender Pay Gap Report 2018



## Contents

3 What is the gender pay gap?

4 Our pay

5 Our bonuses

6 Our commitments

7 Next steps

## A GREAT PLACE TO WORK

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At Calor, we believe that a successful and sustainable business relies on a diverse and inclusive culture. We pride ourselves on treating all of our people fairly and rewarding them appropriately - regardless of gender, age, race, sexual orientation, religion and belief, marital status or disability. We are committed to attracting the best people, based exclusively on merit and continue to ensure that all of our employees receive fair opportunities for appropriate recognition and rewards for their contributions.

This is why we are pleased to see a narrowing of our mean gender pay gap, compared to 2017, with our 2018 figure standing at 11.38%.

Our median gap, however, has increased to 14.73%. We are positive about the fact that this still compares favourably against the national average of 17.9% (ONS 2018). We believe that with our dedication and commitment we can ensure that, by monitoring our pay, we will continue to focus on addressing the gap.

What you will see on the following pages is a snapshot of our business reporting, taken on 5th April 2018, as well as some context and reasons behind the figures.

# UNDERSTANDING THE GENDER PAY GAP

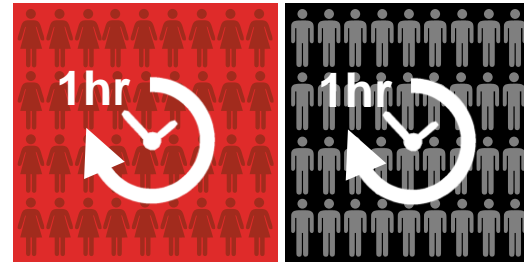
## WHAT IS THE GENDER PAY GAP?

When we talk about the pay gap, it's important to understand what we're looking at. The gender pay gap is a measure used to describe the difference in the average pay of women and men. This is regardless of what roles they hold and so is different from 'equal pay', which refers to comparing the pay of individuals who do the same or similar work. The gender pay gap is calculated using two separate methods; median and mean.



### MEDIAN PAY GAP

Imagine we separated our employees by gender and arranged them in order of pay, highest to lowest. The median pay gap compares the pay of the woman in the middle of the female line with the pay of the man in the middle of the male line.



### MEAN PAY GAP

When we refer to the mean pay gap, we are talking about the difference between the average hourly rate of pay of all the men and all the women in the company.

# HOW DO WE STACK UP REGARDING PAY?

## OUR 2018 RESULTS

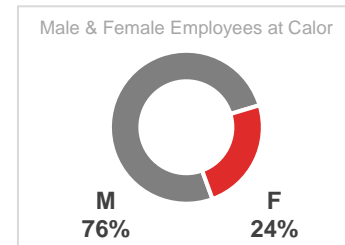
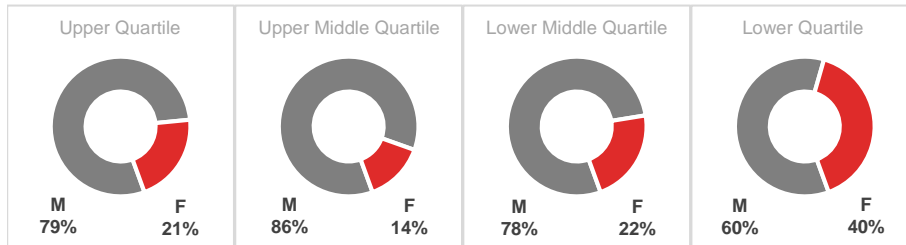
The mean pay gap between men and women across Calor, expressed as a percentage of male pay, is 11.38%. The median pay gap is 14.73%; this is below the UK average of 17.9% (ONS 2018), which is positive news!

It is important to understand that many factors can affect the gender pay gap, such as the type of industry, sector or even location. As an industry, we face a challenge in attracting more women into the sector.

Our demographics are a key contributor to our pay gap, as male colleagues make up 75.9% of our workforce.

### PAY QUARTILES

The number of men and women in each quarter of the organisational structure



Gender Pay Gap	
Mean (average)	Median (middle)
<b>11.38%</b>	<b>14.73%</b>

# HOW DO WE STACK UP REGARDING BONUSES?

## OUR 2018 RESULTS

In 2018, our mean bonus gap narrowed from 38.93% to 30.22%.

The bonus calculations are made up of various payments, such as incentives, commission and our management bonus. In addition, at Christmas, Calor paid a company bonus to the majority of non-management colleagues.

We changed the structure of some of our bonus schemes in 2018, so it is difficult to draw full comparisons with 2017.

Our median bonus gap is -22.05%. This means that the median bonus for females was higher than males. This can be attributed to the fact that the majority of colleagues in our organisation fill junior roles and within these roles, females received a higher average bonus payment than males.

Bonus Pay Gap	
Mean (average)	Median (middle)
<b>30.22%</b>	<b>-22.05%</b>

Proportions of male and female employees receiving a bonus or incentive in 2018



## OUR COMMITMENTS

# 1

### **EQUALITY & DIVERSITY COUNCIL**

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We'll continue to invest in our well established Equality & Diversity (E&D) Council that is championing the equality conversation and raising awareness among our colleagues.

# 2

### **ATTRACTING NEW TALENT**

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We monitor the number of applicants by gender throughout the recruitment and selection process and will continue to use structured competency based interviews and skill based assessment tasks.

# 3

### **WOMEN IN CALOR**

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Our Learning & Development Team is focused on creating workshops and development opportunities to help women in Calor succeed.

# 4

### **UNCONSCIOUS BIAS**

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We will support and train our colleagues around unconscious bias, so that they become more aware of learned stereotypes that can impact behaviours and decisions.

# 5

### **PAY TRANSPARENCY**

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We will continue to work towards creating greater visibility of pay and we are pleased to have started this work with our recently introduced frontline pay structure and our management bonus scheme.



## MESSAGE FROM MATTHEW HICKIN CALOR CEO

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“At Calor, we are committed to ensuring our colleagues are rewarded fairly for their contributions, regardless of their gender. Our 2018 report shows that we still have some work to do to narrow our own gender pay gap and our commitments will be a big focus for us this year and beyond. Critical to this will be encouraging more women into this fast-paced, innovative and highly rewarding industry. This will involve: showcasing our existing female talent and championing our Women in Calor initiative externally, creating greater visibility of pay, continuing to offer flexible working and highlighting the benefits of working in the industry in our job adverts, applications to interviews and on boarding processes.”

## MESSAGE FROM SALLY OWEN HEAD OF HUMAN RESOURCES

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“We are proud to share that in 2018, 27% of internal promotions were achieved by women, while women accounted for 25% of our workforce. We will continue to think about how we make Calor an attractive and inclusive place to work. Implementing strategies to retain and develop female talent into more senior and leadership-focused roles will be an important part of this.”



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