

Calisen Group Holdings Limited  
Financial Year 2024 | Reported April 2025

# GENDER PAY GAP REPORT



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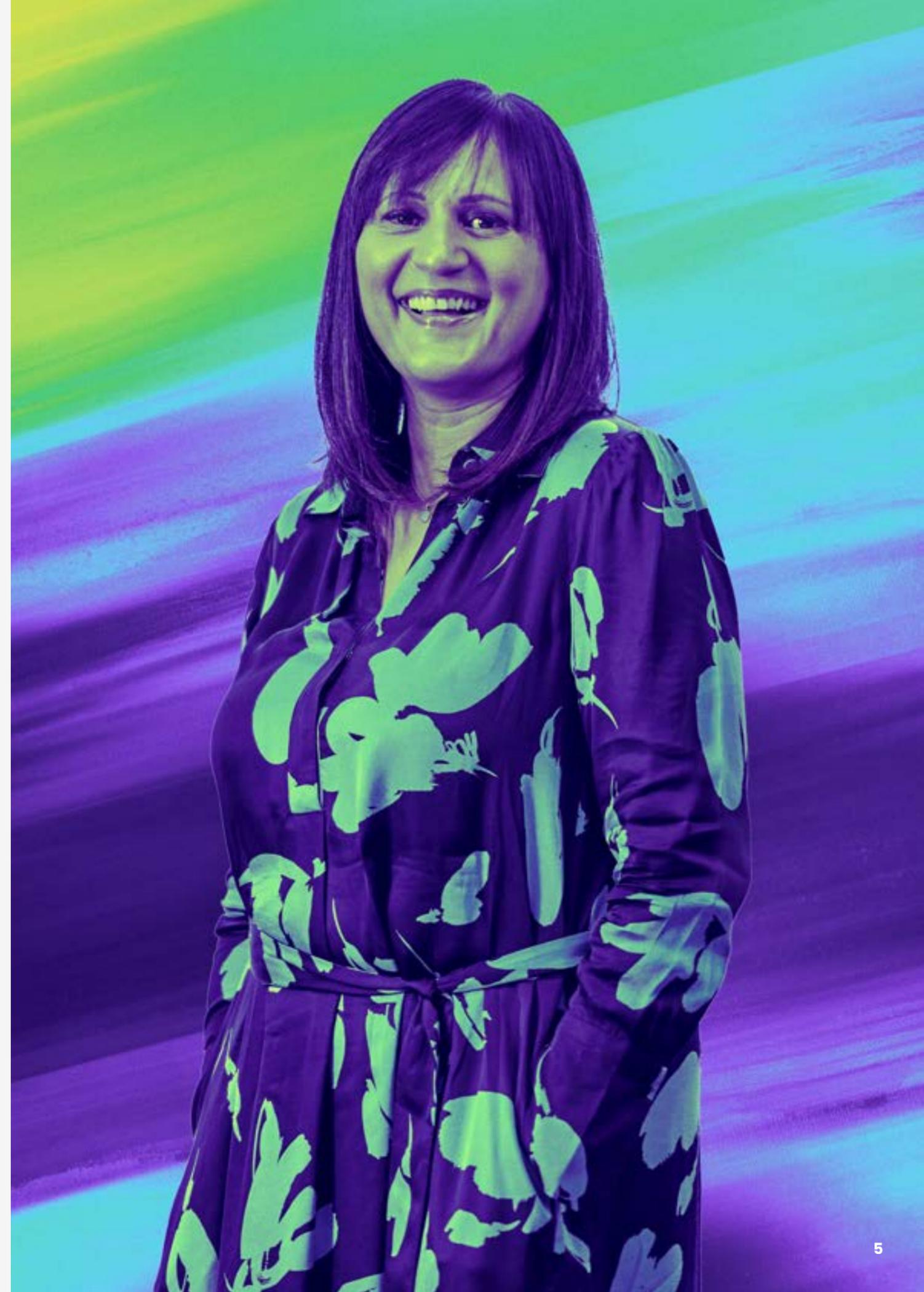
# Driving gender equity at Calisen

**San Johal**  
Chief People Officer, Calisen

At Calisen, we are proud to have deepened our commitment to Equity, Diversity and Inclusion (EDI) through significant investment and strategic action in 2024. This year marks the launch of our revised three-year EDI strategy, led by a newly established specialist role, with a focused ambition: to increase female representation across our business by 2026 and reach 40% female representation by 2030. One of the key milestones this year is the publication of our first Calisen Group Gender Pay Gap analysis. The figures, 9.1% mean and 18.1% median, reflect underlying structural differences in roles and pay across our organisation. While our legal reporting is limited to Calisen Metering Services Limited, where over 70% of colleagues occupy remote field and technical roles that are male-dominated and attract higher skills-based pay, the picture across Calisen is broader and more nuanced. For example, our support services team is 67% female and primarily comprises non-technical roles, which are typically lower-paid. Our mean bonus gap for 2024 stands at -224%, meaning women, on average, received higher bonuses than men. This is largely driven by higher female representation in eligible senior leadership roles, and a greater proportion of women within wider Group positions with performance-related bonus schemes, unlike the predominantly male technical field workforce where bonus eligibility is limited or non-existent. Our median bonus gap is 43.2%, indicating that inequities remain. We remain focused on achieving equitable pay and fair representation. Our approach recognises that equity doesn't happen by chance; it must be built through deliberate action. EmpowerHER is one of several Employee Resource Groups (ERGs) that amplify our EDI strategy by providing platforms for colleagues to connect, influence change, and shape our workplace culture. Our gender equality strategy centres on three pillars:

- Attraction and retention of diverse talent, by raising awareness, identifying and dismantling barriers, and building clear career pathways
- Cultural inclusion, ensuring all colleagues feel valued, supported, and empowered to thrive
- Accountability and leadership, placing EDI at the heart of our decision-making and business practices

We know meaningful progress requires continuous effort and transparency. By strengthening our policies, empowering our ERGs, and embedding EDI, we remain committed to challenging industry norms, closing the gender pay gap, and cultivating a workplace where everyone, regardless of gender, can succeed.



Calisen Group employee gender breakdown



# The Gender Pay Gap Report 2024

Calisen Group Holdings Limited (Group) is a leading owner and manager of essential energy infrastructure assets. We are a key player in the roll-out of smart devices across the UK. Our core business is providing UK households with smart meters on behalf of major energy retailers. We are committed to building an inclusive and equitable workplace where everyone has the opportunity to thrive. Our 2024 Group Gender Pay Gap Report reflects the progress we have made, as well as the areas where we need to continue driving change. This includes our required reported entity, Calisen Metering Services Limited.

# Explanation of the Gender Pay Gap

This report covers the 2024 Gender Pay Gap reporting cycle, using a snapshot data as of 5<sup>th</sup> April 2024. The data we are required to publish is:

- Mean (average) and median (mid-point) gender pay gaps for 'ordinary' hourly pay and bonus pay
- Percentage of men and women in each hourly pay quarter
- Percentage of men and women receiving bonus pay

The gender pay gap is calculated by taking all employees across the organisation and measuring the difference between the average pay for all women and men. We recognize that there are more than two genders, but for the purpose of this report, we will be using the definitions set by the government. Pay gaps are measured using the mean (average) and median (midpoint). The median is considered more accurate, as the mean can be distorted by a small number of low or high paid employees. Our report represents Calisen Group where Calisen Metering Services is the legal entity required by legislation to report for the tax year 2023-24.



# Explaining the Gap



In 2024, our Group mean gender pay gap stands at 9.1%, and our median gender pay gap is 18.1%. These figures reflect ongoing structural workforce distribution challenges, particularly within Calisen Metering Services Limited where there is an underrepresentation of women in mid to senior-level field roles, rather than unequal pay for equal work. Our gender pay gap is primarily influenced by the following factors:

- Workforce Composition – Calisen employs more men than women, with females making up 20% of our workforce.
- Operational Roles within Calisen Metering Services Limited – The largest proportion of our workforce is in field-based operational roles, which have historically attracted more men.
- Management Representation – More men hold managerial and leadership roles, contributing to the disparity in pay at higher levels.
- Highly Skilled Roles – A significant proportion of men work engineer roles, which are highly skilled and attract higher pay.
- Role Distribution – Women are more likely to work in support functions, such as customer service and back-office roles, which are valuable but lower-paid.

Our pay quartile data for 2024 further highlights these trends, with 91% of employees in the upper quartile being male, while female representation remains highest in the lower quartiles.

# Calisen Group

## Pay and Bonus Gap

In 2024, men made up 80% of our workforce and women 20%, influencing our gender pay gap. Women represent 32% of our Senior Leadership Team, highlighting progress in leadership representation but also the need for continued focus on gender balance. Our mean gender pay gap is 9.1%, and the median is 18.1%, reflecting fewer women in higher-paid, technical roles. The mean bonus gap is -224%, with women receiving higher average bonuses due to greater representation in head office and leadership roles with bonus schemes. However, the median bonus gap of 43.2% shows men still receive higher bonuses at the midpoint.

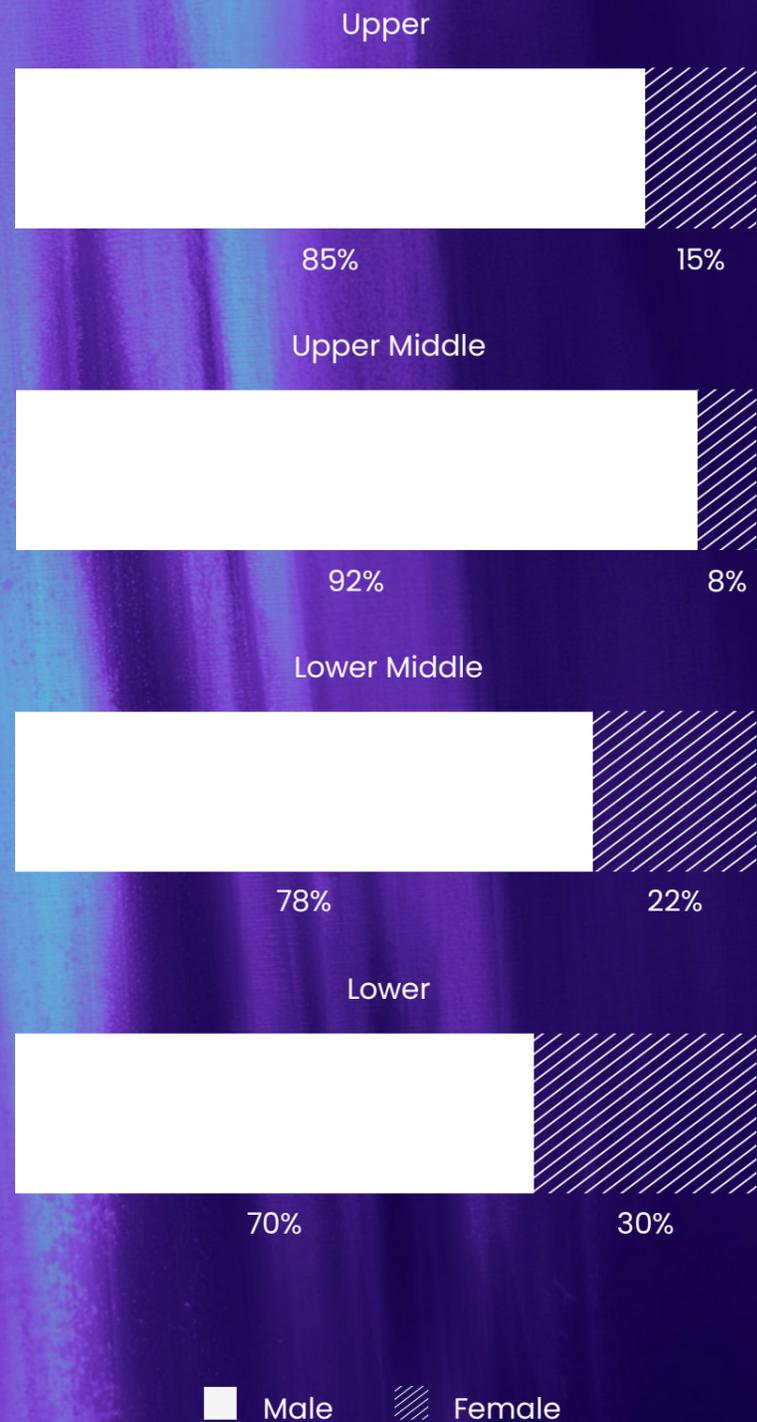
### Pay gap 2024



### Bonus gap 2024



Pay quartiles by gender



# Calisen Group

## Pay Quartiles Summary

Calisen Group's 2024 pay quartile data shows ongoing gender disparities shaped by workforce structure and role types. Women hold 15% of the highest-paid roles, with male dominance increasing in the upper middle quartile (only 8% women). Female representation improves in the lower middle quartile (22%) and is highest in the lower quartile at 30%, reflecting stronger presence in entry-level roles. These lower-paid roles often offer limited progression, underlining the need to attract, retain, and advance women into technical and leadership positions. Through our inclusion strategy and initiatives like EmpowerHER, we remain committed to closing these gaps.

# Calisen Metering Group

## Reported Pay and Bonus Gap

In 2024, the Mean Pay Gap rose from 13.1% to 15.6%, and the Median Pay Gap increased from 11.8% to 16.7%, reflecting a widening gap in hourly pay and continued underrepresentation of women in mid and senior roles. However, the Mean Bonus Gap improved from 61.83% to 33.4%, and the Median Bonus Gap reduced from 68.28% to 52.7%, showing progress in bonus equity, though gaps remain.

Pay Gap	Mean	Median
2019	19.22%	14.04%
2020	29%	31%
2021	15%	26%
2022	11.3%	15.6%
2023	13.1%	11.8%
<b>2024</b>	<b>15.6%</b>	<b>16.7%</b>

Bonus Gap	Mean	Median
2019	25.03%	38.16%
2020	20%	37%
2021	46%	36%
2022	44.78%	52.87%
2023	61.83%	68.28%
<b>2024</b>	<b>33.4%</b>	<b>52.7%</b>

# Summary & Conclusion



The 2024 gender pay data across Calisen Group and Calisen Metering Services reveals clear patterns; men remain overrepresented in higher pay bands, while women are more present in lower-paid, entry-level roles. This imbalance reflects wider structural and industry challenges, particularly within technical and senior positions. However, stronger female representation at entry levels signals progress in attracting women into the organisation. To turn this into long-term equity, Calisen must continue investing in inclusive talent strategies and targeted career development that support women's progression into leadership and higher-paid roles. Closing the gender pay gap requires sustained, strategic action and we remain committed to creating a fair, inclusive workplace where all colleagues can thrive.

# A message from Beth and Rachael

## Co-Founders of EmpowerHER

We launched EmpowerHER because we recognised that women across Calisen particularly in field and operational roles needed a dedicated space where their voices could be heard, their talents championed, and their careers supported. EmpowerHER became Calisen's very first employee resource group, and we're proud that it laid the foundation for creating safe spaces and driving conversations around gender inclusion in our workplace. While Calisen has started to make positive strides in fostering inclusion, we knew there was more to do to build confidence, break down barriers, and open doors for women at all levels of the business. We're incredibly proud to be Co-Chairs of EmpowerHER. This network isn't just about gender equality, it's about creating a truly inclusive culture where every woman feels she belongs, is empowered to progress, and is valued for who she is. Seeing the energy, allyship, and community grow through EmpowerHER has been inspiring, and we're committed to driving even greater impact and equity in the years ahead.



# A message from **Matthew Bateman** COO and Executive Sponsor of EmpowerHER

"I'm incredibly proud to be the Executive Sponsor of EmpowerHER, Calisen's first employee resource group. EmpowerHER will create a vital space for women to connect, feel heard, and shape the future of our organisation. It's about much more than conversations, it's about action, allyship, and creating an environment where everyone, regardless of gender, can succeed."

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