

GENDER PAY GAP REPORT

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Driving gender equity at Calisen

Catherine O'Kelly

Chief Executive Officer, Calisen

At Calisen, we are proud to have deepened our commitment to Equity, Diversity and Inclusion (EDI) through significant investment and strategic action from April 2024 to April 2025. This year marks the launch of our revised three-year EDI strategy, led by our newly appointed EDI and Wellbeing Specialist, 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 was the publication of our first Calisen Group Gender Pay Gap analysis.

What we see this year is the improved mean pay gap of -12.1% which reflects women's increased concentration in the upper pay quartile, despite representing only 1% of the 9% overall workforce growth. While our legal reporting is limited to Calisen Metering Services Limited, where over 70% of colleagues occupy remote field and technical roles which have historically been 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 2025 stands at -24.7%, 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. The significant improvement in our median bonus gap to -91.5% was enhanced by strategic senior leadership appointments that increased female representation in bonus-eligible roles. We remain focused on achieving equitable pay and fair representation.

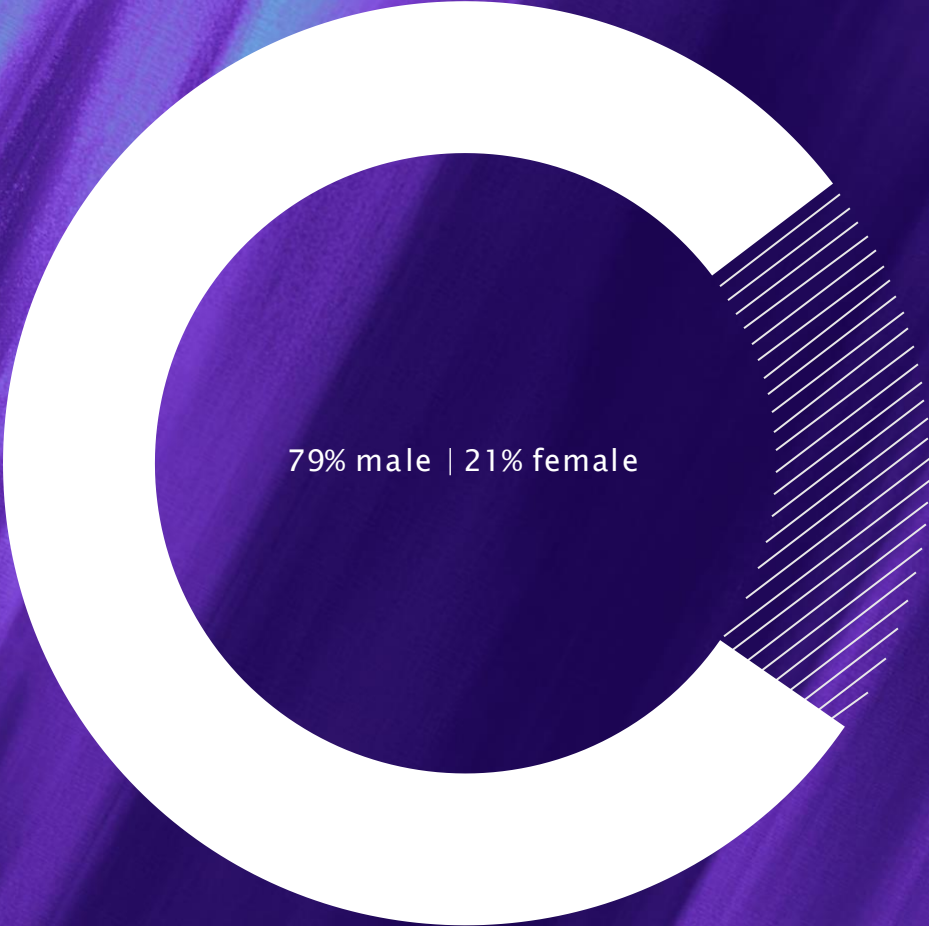
Our approach recognises that equity doesn't happen by chance; it must be built through deliberate action. EmpowerHER is one of four Employee Resource Groups (ERGs) that amplify our EDI strategy by providing platforms for colleagues to connect, influence change, and shape our workplace culture. Our gender equality strategy is built 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 2025

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 2025 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 2025 Gender Pay Gap reporting cycle, using a snapshot data as of 5th April 2025. 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 recognise that people identify beyond 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 2024–25.



Explaining the Gap

In 2025, our Group mean gender pay gap stands at -3.0%, and our median gender pay gap is 14.5%. Despite a positive gap we understand there remains 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 21% 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 in 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 2025 further highlights these trends, with 80% of employees in the upper quartile being male, while female representation remains highest in the lower quartiles.

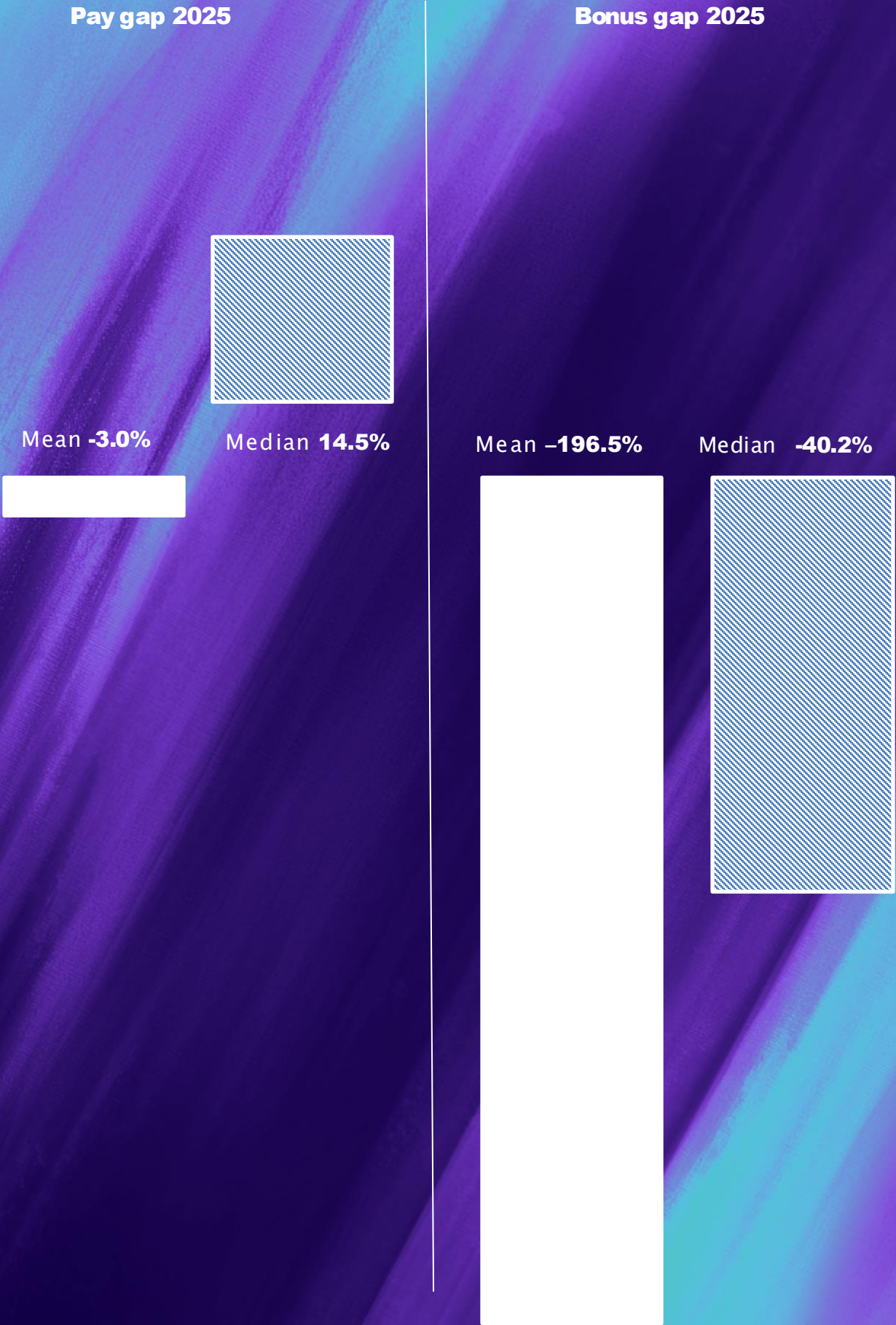
Calisen Group

Pay and Bonus Gap

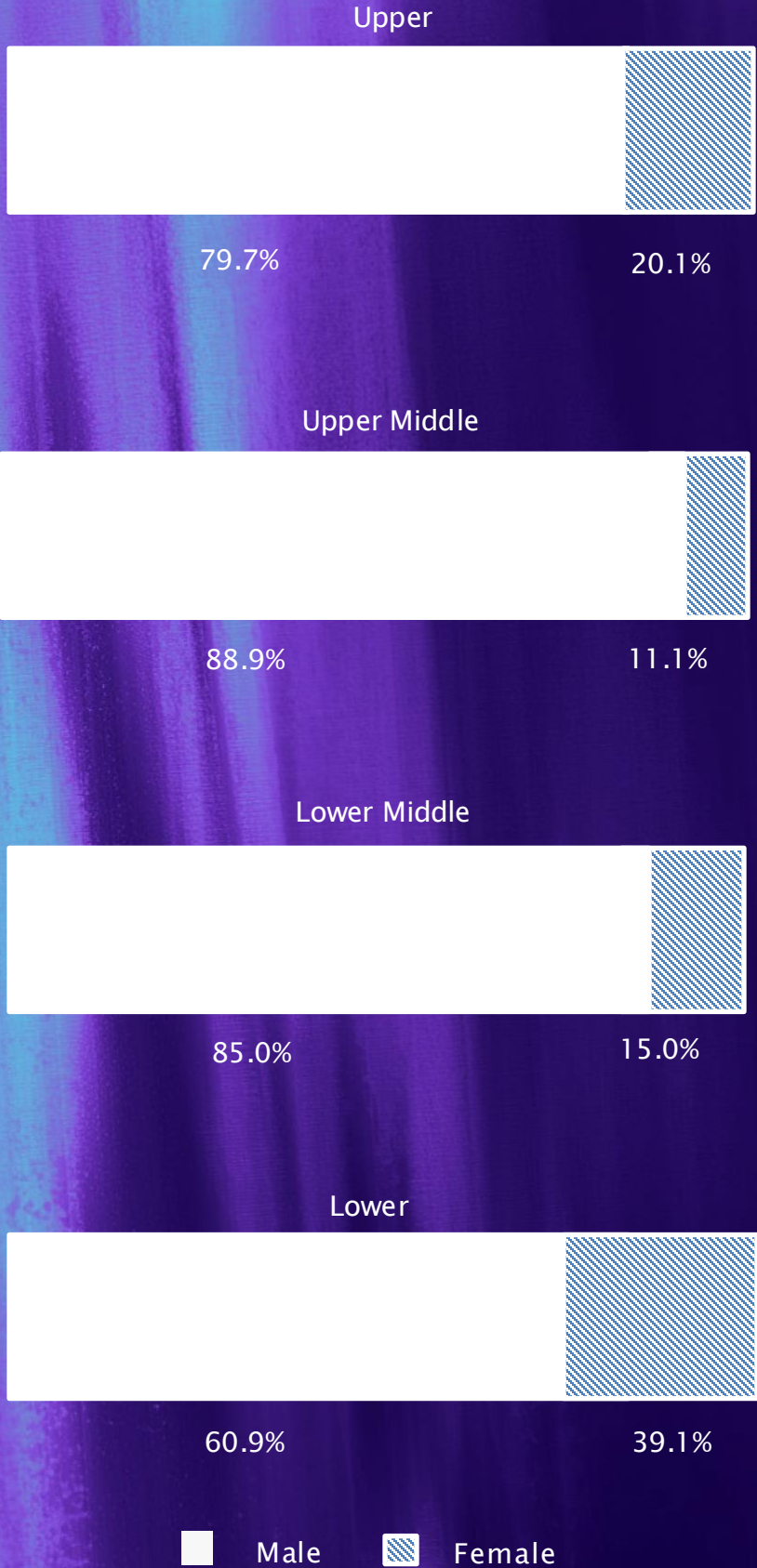
In 2025, men made up 79% of our workforce and women 21%, influencing our gender pay gap. Women represent 31% of our Senior Leadership Team, highlighting progress in leadership representation but also the need for continued focus on gender balance.

Our mean gender pay gap is -3.0%, and the median is 14.5%, reflecting recent strategic hires of women into senior positions, which has improved our gender balance at the leadership level and positively impacted our overall pay statistics. and the mean bonus gap is -196.5%, with women receiving higher average bonuses due to greater representation in head office and leadership roles with bonus schemes.

The median bonus gap of -40.2% 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.



Pay quartiles by gender



Calisen Group Pay Quartiles Summary

Calisen Group’s 2025 pay quartile data shows ongoing gender disparities shaped by workforce structure and role types. Women hold 20% of the highest-paid roles, with male dominance increasing in the upper middle quartile (only 11% women). Female representation improves in the lower middle quartile (15%) and is highest in the lower quartile at 39%, reflecting stronger presence in entry-level roles. These lower-paid roles often offer limited progression, underlining the need to attract, keep, 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 Services Reported Pay and Bonus Gap

2025	Lowest Paid Quartile				Highest Paid Quartile
	Q1	Q2	Q3	Q4	
	Headcount Total by Quartile				
Male	58.2%	86.6%	89.1%	90.6%	
Female	41.8%	13.4%	10.9%	9.4%	

2025 Population Receiving Bonus %		
Male		74.4%
Female		22.7%

The 2025 gender pay gap report shows that our strategic hiring of more women into upper quartile roles eligible for bonuses has created a positive shift in compensation equity, with the mean bonus gap improving from 33.4% to 19.4%. The median bonus gap widening from 52.7% to 61.7%, highlights that bonus distribution varies significantly between operational and support functions.

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%
2024	15.6%	16.7%
2025	10.5%	10.2%

Bonus Gap	Mean	Median
2019	25.0%	38.2%
2020	20%	37%
2021	46%	36%
2022	44.8%	52.9%
2023	61.8%	68.3%
2024	33.4%	52.7%
2025	19.4%	61.7%

Summary & Conclusion



The 2025 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

During our inaugural year of EmpowerHER, we established a dedicated Committee focused on driving meaningful progress across the organisation. Supported by a wider network of male allies, the Committee has identified priority areas where our efforts can have the greatest impact.

From this foundation, we developed clear objectives in 2025 designed to improve experiences for women at Calisen, both for current colleagues and future employees. We are committed to working collaboratively, sharing the lived experiences of women in the business with senior leaders and the Executive Committee, and driving tangible improvements across the organisation. To ensure visible representation of women in leadership, we have set a strategic and challenging target to increase female representation at our leadership level by 2030, aligning with industry peer targets.

We initiated several projects identified through discussions with the Network around key concerns and priorities. Project Dignity introduced free sanitary products to female staff in our offices, with completion scheduled for Q1 2025. The Lone Worker Devices project will provide protection for all operational field staff working independently in the field, with a pilot of two trial devices planned for 2025. We are also planning to introduce a female option for operational staff uniform, currently sourcing options for a pilot before full roll-out in 2025.

This first full year has provided valuable learning and strengthened our commitment to creating an inclusive environment where women feel supported, empowered, and able to thrive. We look forward to continuing this journey and ensuring Calisen remains a place where women want to join and choose to stay.



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 has created 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."

Driving gender equity at Calisen

San Johal
Chief People Officer, Calisen

We're proud to see our collective efforts in driving the EDI strategy gaining momentum, with EmpowerHER playing a pivotal role in driving meaningful conversations about gender equity across our organisation.

EmpowerHER has been instrumental in elevating crucial discussions about women's lived experiences from navigating career progression to managing the unique challenges of our women in field roles. These conversations are helping us understand and address the invisible barriers that can impact women's success and wellbeing.

As we navigate an increasingly complex business landscape, it's more important than ever that we continue to improve and innovate in our EDI approach. The changing dynamics in our industry require us to remain agile, thoughtful, and committed to creating an environment where every colleague can thrive, regardless of gender, background or experience.

Together, we're building not just a more diverse workforce, but a more empathetic, inclusive, and high-performing organisation. The journey ahead is one of continuous learning, growth, and action and we're proud to be delivering against our People Promise.



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