



Calor Teoranta

Gender Pay Statement 2025



CALOR

The energy that connects us.



About Calor

Calor has been serving customers in Ireland since 1937 and is a leading supplier and distributor of liquefied petroleum gas (LPG) in Ireland, enabling customers who are located off the natural gas grid use LPG for power in their homes and businesses. Our company has expertise in LPG procurement and commissioning, bulk gas storage, cylinder filling and storage, LPG transport and delivery, installation and maintenance.

Calor are fully committed to supporting best practice and sustainable development with regard to all environmental matters. We are constantly striving to offer a cleaner, more sustainable energy source for now and in the future.

We conduct our business based on the principles of health, safety, integrity and with care for our people and the environment. We want to make a real difference for our customers and the communities that we serve.

Across the island of Ireland, we employ 350 staff, serving circa 50,000 customers across residential and industrial commercial sectors. Two-thirds of our employees are based in the Republic of Ireland and one-third are based in Northern Ireland. Calor is part of SHV Energy, a global Dutch business based in the Netherlands.

The Gender Pay Gap Information Act 2021 has provided us with an opportunity to reflect on our current practices and identify areas where we can improve. Please note, that this gender pay analysis is in respect of Republic of Ireland employees only during the reporting period: 1st July 2024 – 30th June 2025.



CALOR



An Introduction from Duncan Osborne, CEO

At Calor, we are committed to being a diverse and inclusive workplace, as we believe that leadership should represent the community in which we serve. We are extremely proud that we have over 25 different nationalities working in Calor and more than 40% of our senior management team are women, demonstrating our commitment to a balanced workforce.

It is the people in Calor who are the life blood of our company, providing **the energy that connects us** every day. Our approach allows everyone to contribute, challenge and thrive. Not only does this unlock our commercial business performance but it also creates a more resilient business to withstand the ever-changing environment in which we operate.

This year's gender pay analysis of full-time employees has revealed a reduction to a mean 2% pay gap in favour of men. We are dedicated to continuous improvement and want to achieve true pay equity. We believe that a diverse and inclusive workplace is not only fair but also drives innovation and success. We want Calor to be a place where everyone can reach their full potential, regardless of gender.

Duncan Osborne





What is the gender pay gap?

The gender pay gap measures the gap between the average and median pay for women against the average and median pay for men.

It is a legal requirement for companies with more than 50 employees to publish their pay gap in Ireland. Pay gaps can be influenced by business practices as well as long-standing societal factors.

How is the gender pay gap different to equal pay?

Whilst the pay gap doesn't consider differences in role or seniority, an equal pay analysis shows whether people are paid the same for work of equal value. Upholding equal pay is a legal requirement in Ireland.

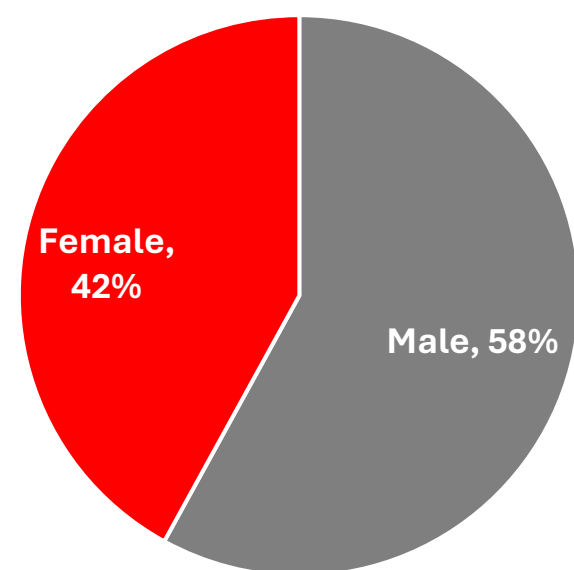
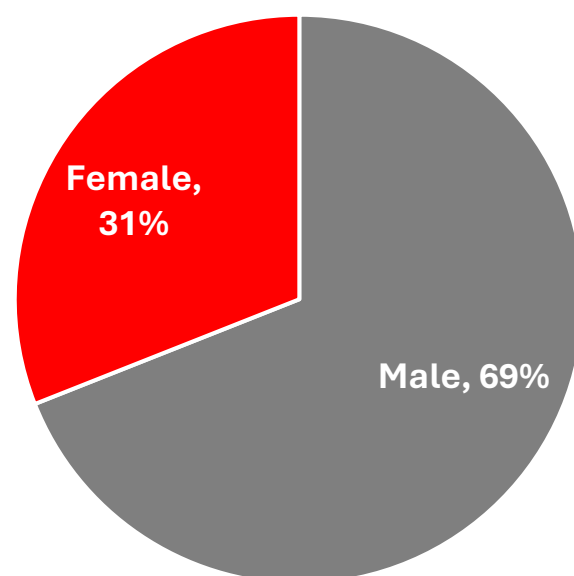




Gender Pay Update 2025

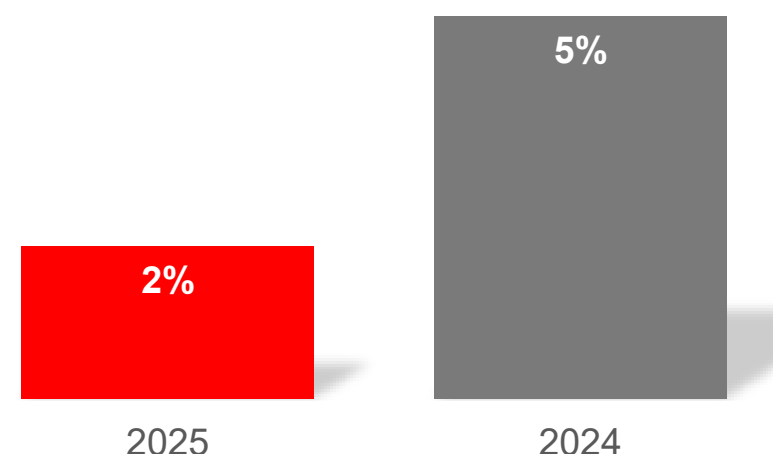
Gender Split

Full time employees (216)



■ Male ■ Female

At Calor a third of our employees are women. This is expected as our industry is male dominated. Where we are different, however, is that 42% of our senior managers are women.



Calor's Gender Pay Gap is ahead of the national average.

We have seen our mean pay gap percentage in favour of men reduce to 2% since last year.



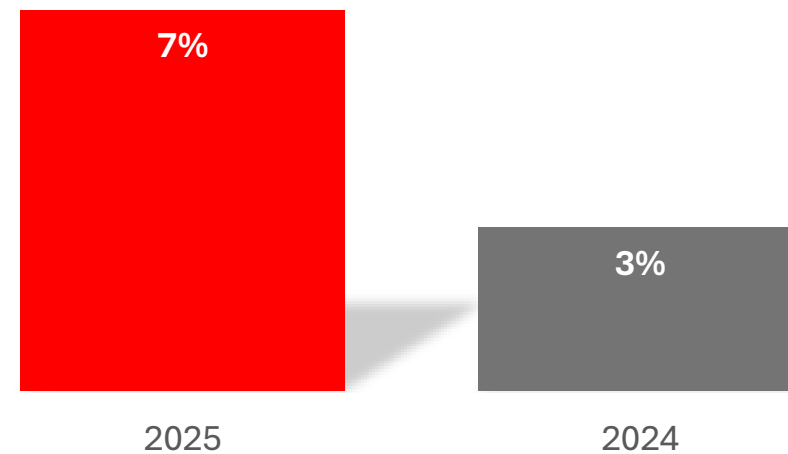


Gender Pay Update 2025

In the same period, our median pay gap percentage has moved from 3% to 7%.

Gender Pay Gap - Median

Hourly remuneration for full time employees



This shift is due to a business decision taken to significantly increase the number of HGV drivers employed directly by Calor in 2025. HGV drivers are a critical resource to our business viability and HGV drivers are a limited resource in the labour market. At Calor we pay premium rates to attract and retain drivers as we must transport LPG around the country to our customers. Our drivers have significant opportunities to work and earn overtime which is featuring in this gender pay gap analysis.

We would like to be in a position to attract and recruit women drivers into Calor, however, just 2% of HGV drivers are female according to industry figures, which makes this an ongoing challenge.





Inclusivity Goals



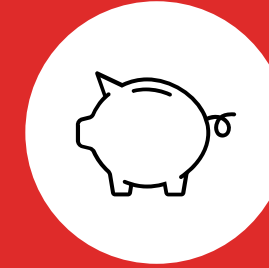
Career Opportunities

Build core capabilities and create meaningful career paths across all areas of the business – focusing on providing opportunities to bring balance to male dominated professions. Develop and empower our people to reach their full potential.



Inclusive Culture

Rollout our *Powering Progress Together* programme to ensure every colleague feels welcome, included and comfortable bringing their full self to work. Leadership development to focus on collaboration, employee engagement & resilience so we continue to create an inclusive work environment where everyone can thrive.



Total Reward Strategy

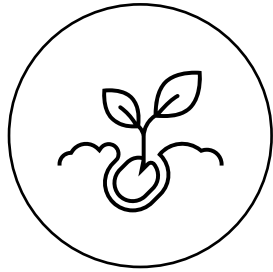
Design a total reward framework that takes a holistic approach based on employee needs and Calor's Employee Value Proposition. Ensure that rewards are distributed based on fair & objective criteria and there is transparency on how job grades and performance are evaluated.



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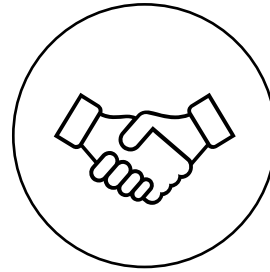
Progress against our Inclusivity Goals



Career Opportunities

All opportunities are advertised internally and we are proud of our track record of promoting from within. Since January 2024, 75 employees have been promoted or moved into a developmental role - 52% have been women.

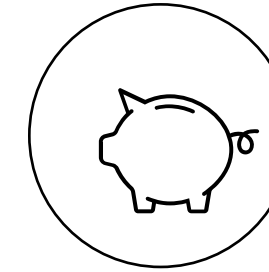
Our **Leadership Development** programme has been running since 2022 and encourages managers & leaders to rethink their roles, enhance strategy implementation, and lead teams effectively. The participants on this programme have been 43% female leaders.



Inclusive & Resilient Culture

We have created an **Inclusivity** workshop which makes clear the ethos we want all our colleagues to demonstrate and experience, so that everyone feels included and comfortable bringing their full self to work. Over 150 employees & managers have participated so far and the Calor team is now made up of 25 nationalities.

A key pillar of our people & engagement strategy is to build individual and team **resilience**. We regularly run workshops to support our employees to connect to what matters and ensure their energy levels can be maintained.



Employee Value Proposition

Earlier this year, we gathered employee feedback on across various dimensions including compensation, work-life balance, career growth opportunities & company culture to understand the unique set of benefits and rewards Calor offers employees.

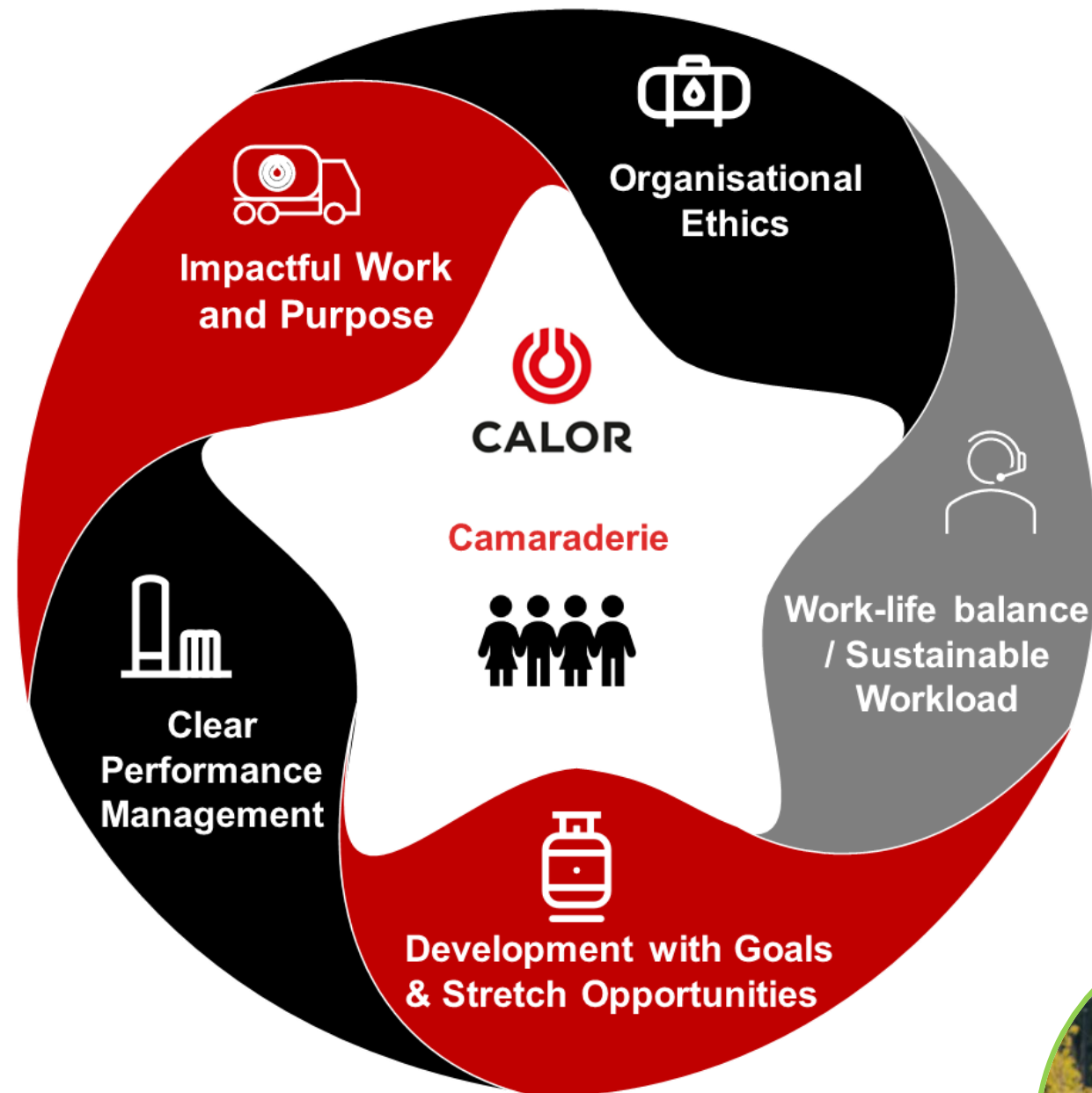
We have reviewed this data against our **Accelerate28** business strategy to define our EVP. Our EVP is critical for us to be able to attract and retain top talent and make sure Calor is a great place to work.



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Employee Value Proposition



At Calor we have diverse roles from drivers to plant operatives, sales representatives to engineers, customer service agents to senior managers and we need to ensure that our EVP is attractive for all employees and assists in the delivery of our **Accelerate28** strategy.

We have defined 6 differentiating factors that make up Calor's EVP, with camaraderie at the heart of Calor.

We want to empower excellence together, by cultivating an engaged and inclusive workplace, where people can come to build their capability and find opportunities for growth and development. By providing purpose and performance focus, our people can deliver better each day for our customers and the communities in which we serve.



"I have always regarded Calor as my second family and I think that is the reason why so many of us have stayed loyal and continued our careers in Calor. "

Dianne Crawford, Area Technical Supervisor
35 years service



Spotlighting – our inclusive Calor culture



"In my time with Calor I have had the privilege to grow my career in HR and grow my family at the same time. The company has supported me to undertake an international assignment, expand my knowledge and experience and positively reintegrate me after each maternity leave."

Regina McCabe, HR Business Partner - 7 years service

"I have moved a few times with SHV Energy; however, this is the first time with a baby, 1 year old Chloé. Calor has been supportive from the start to make the transition to Ireland as smooth as possible for our family. What I found especially heartwarming is how a group has rallied around to offer guidance in securing childcare. A very warm welcome indeed!"

Rosalie Seriese, Commercial Effectiveness Manager – 5.5 years service



"Over 20 years with Calor, I've been able to grow my career while raising my family, who are now teenagers. Living in Adare, Co. Limerick and having the flexibility to take on a global role from Ireland gave me the chance to work on sustainable fuels and collaborate with teams worldwide — all while prioritizing and balancing family life."

Ciara Toomey, Technical Engineering Manager – 20 years service



CALOR



Looking to 2026 & beyond

from Mia Kutner, Chief People Officer

With this publication of Calor's 2nd Gender Pay report it is great to see a reduction in our mean Gender Pay Gap to 2%, an improvement on 5% in 2024 and consistently ahead of national averages.

More than 40% of our managers and leaders are women, these statistics make us very proud. What makes me most proud though is seeing our people grow & develop into roles they might never have imagined for themselves, supported by teams that really believe in them. These results are no accident, at Calor, we have made many small, deliberate changes, giving people room to flourish.

This is something I really believe in as a leader - building flexibility into the everyday. It is about adjusting meeting times to make work fit around life, trusting people to focus on outcomes rather than hours. It is about opening up cross-functional projects so skills can stretch in new directions, as well as welcoming parents back to work after taking time out to care for children, with genuine opportunities to continue their careers. These moments of trust all add up and create the space for people to grow, lead and stay.

We are proud but not complacent – to achieve true balance, we continue to listen, measure, and adapt. But right now, I want to recognise how far we have come and celebrate everyone who is shaping Calor's future.

Yours sincerely,





2025 Gender Pay Gap Information Act 2021 Reporting Requirements

Reporting period 1st July 2023 to 30th June 2025

Gender pay gap fields

	2023/24		2024/25	
Median hourly gender pay gap (all)	7%		7%	
Median hourly performance related bonus gender pay gap (all)	11%		17%	
Median hourly gender pay gap (part-time)	-9%		n/a*	
Mean hourly gender pay gap (all)	5%		5%	
Mean hourly gender pay gap (full-time)	5%		2%	
Median hourly gender pay gap (full-time)	3%		7%	
Mean hourly performance related bonus gender pay gap (all)	3%		14%	
Mean hourly gender pay gap (part-time)	-26%		n/a*	
Percentage of employees by gender to receive a performance related bonus remuneration	W: 36%	M: 35%	W: 36%	M: 45%
Percentage of employees by gender to receive benefit in kind.	W: 64%	M: 53%	W: 64%	M: 53%
Percentage of employees with lower remuneration quartile	W: 48%	M: 52%	W: 54%	M: 46%
Percentage of employees within lower middle remuneration quartile	W: 17%	M: 83%	W: 15%	M: 85%
Percentage of employees within upper middle remuneration quartile	W: 35%	M: 65%	W: 22%	M: 78%
Percentage of employees within upper middle remuneration quartile	W: 28%	M: 72%	W: 33%	M: 67%

* Only female part time workers so no comparison possible



Visit **calorgas.ie** For further information:

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