

# Calor Teoranta Gender Pay Statement 2024





# About Calor

Calor has been serving customers in Ireland since 1937 as a leading supplier and distributor of Liquefied Petroleum Gas (LPG) in Ireland, allowing customers located off the natural gas grid to use LPG for power in their homes and businesses. Our company is an expert 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 regarding all environmental matters. We are constantly striving to offer a cleaner, more sustainable energy sources 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 strive to make a real difference for our customers and the communities that we serve.

Across the island of Ireland, we employ 340 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.

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: 1 July 2023 – 30 June 2024.



**CALOR**





## An Introduction from Duncan Osborne, CEO

In Calor, we are committed to being a diverse and inclusive workplace. Our core values include Inclusivity, along with Integrity, Trust, Curiosity and Passion. Our purpose is to drive Ireland's energy transition and create a sustainable future for generations to come with a dedication to sustainability and the well-being of the communities we serve.

We have achieved and retained the Business Working Responsibly Mark since 2020, affirming our commitment to sustainable and ethical business practices. This certification provides the foundation from which we drive, initiate and collaborate our activities to embed sustainability across all aspects of Calor, including our diversity & inclusion strategy and positive mental health initiatives such as Elephant in the Room.

We are extremely proud that 42% of our senior management team are women, demonstrating our commitment to a balanced workforce. We are now presenting Calor's first gender pay report for the Republic of Ireland. This report marks an important milestone in our commitment to transparency, equality and fostering an inclusive workplace.

Our analysis of full time employees has revealed a mean 5% pay gap in favour of men, smaller than the national average. We are dedicated to continuous improvement and 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 thrive, 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 150 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 it different to equal pay?

Whilst the pay gap does not 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.





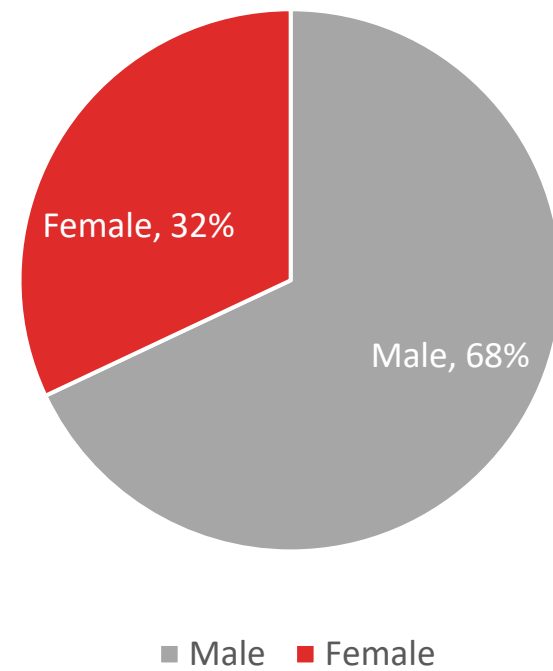


# Calor Teoranta Gender Pay Report - Republic of Ireland

## Full time employees

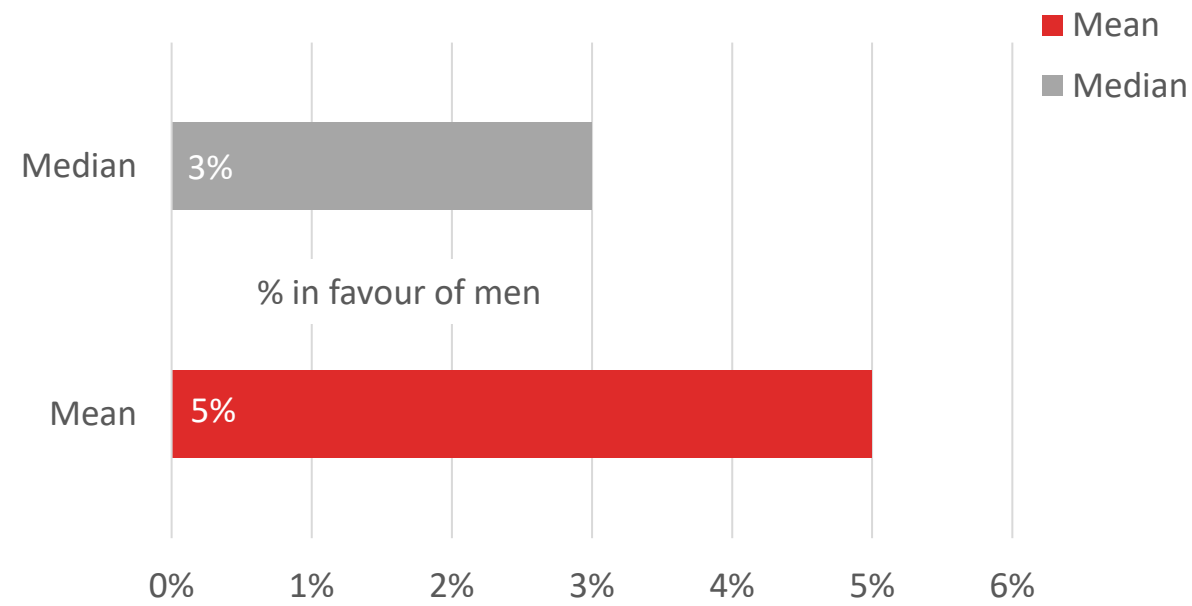
### Gender Split

Full time employees (191)

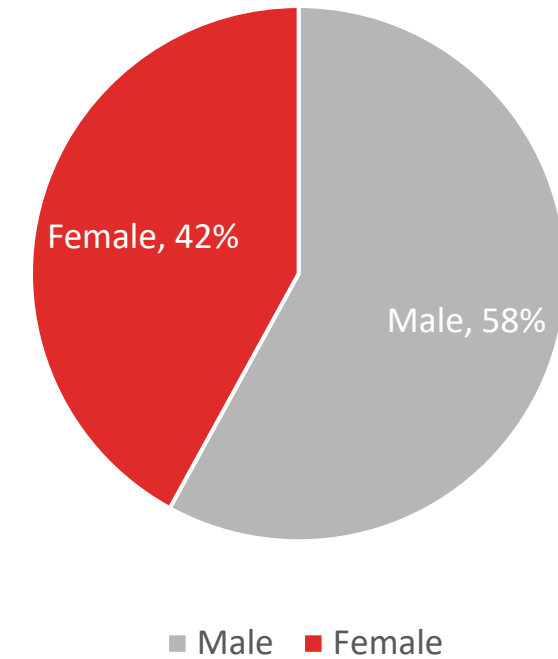


### Gender Pay Gap 2024

Reporting period: July 2023 - June 2024



### Senior Managers



Women make up one third of our employees across all levels within the Republic of Ireland, however, 42% of senior managers are women.

The gender pay gap is currently in favour of men; 5% for mean hourly remuneration and 3% for median in favour of male employees. This is being driven by several roles within the business that have traditionally been male dominated, such as HGV drivers, technical & sales roles. HGV drivers are a limited resource in the labour market and Calor pay premium rates to attract and retain drivers. Calor HGV drivers have significant opportunities to work and earn overtime which is featuring in this gender pay gap analysis. Our goal is to attract and recruit women drivers into Calor, however, just 2% of HGV drivers are female according to industry figures.

Calor have many long serving employees and historically, sales representatives & technical roles have also been male dominated. We now have a 20% female gender split with women joining in field-based sales roles.



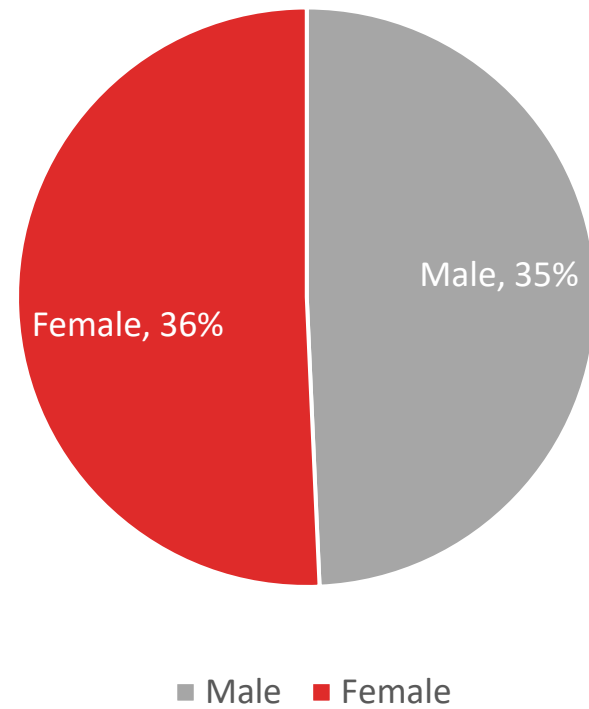
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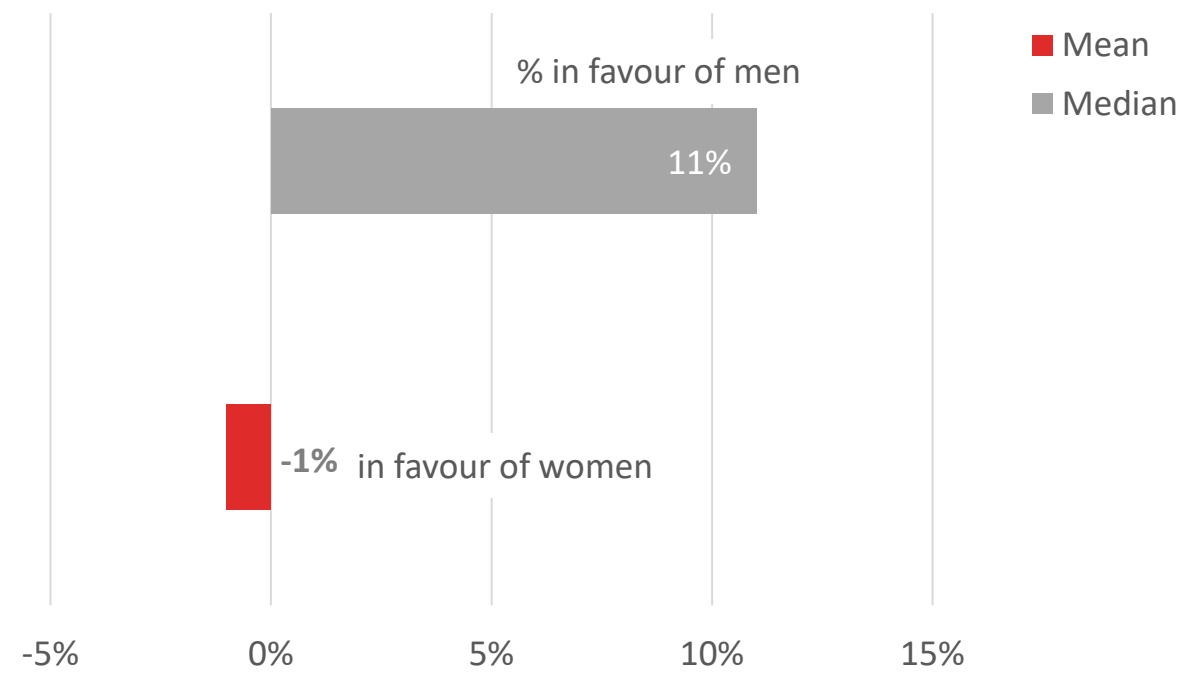
# Calor Teoranta Gender Pay Report - Republic of Ireland

## Full time employees

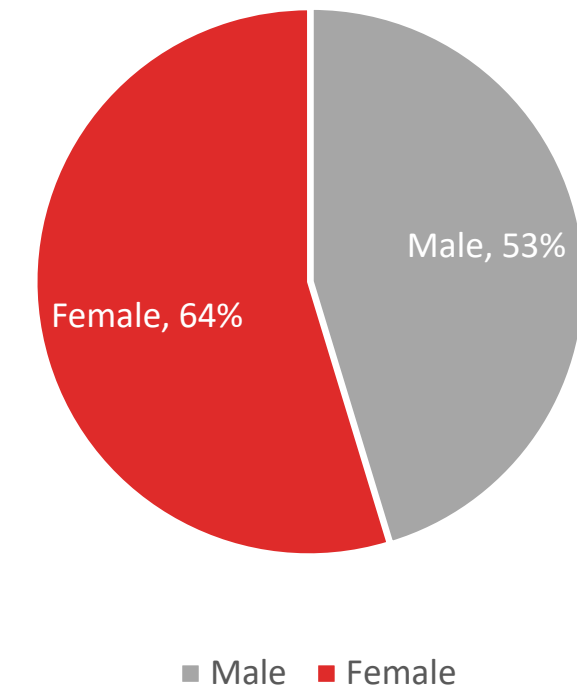
### Bonus Gender Split



### Bonus Gender Pay Gap 2024



### Benefit in Kind Gender Split



We have an equal proportion of male and female employees receiving bonuses. The difference in mean bonus remuneration is 1% in favour of female employees, while the median difference is 11% in favour of male employees. Despite having strong female representation at senior management levels, the bonus differential is due to high performing sales staff earning significant bonuses, most of which are male.

The proportion of male and female employees who receive benefits-in-kind are 53% and 64% respectively. Calor provides a health insurance contribution subject to BIK, which is available to all employees – 60% of female employees versus 40% male employees avail of this contribution.



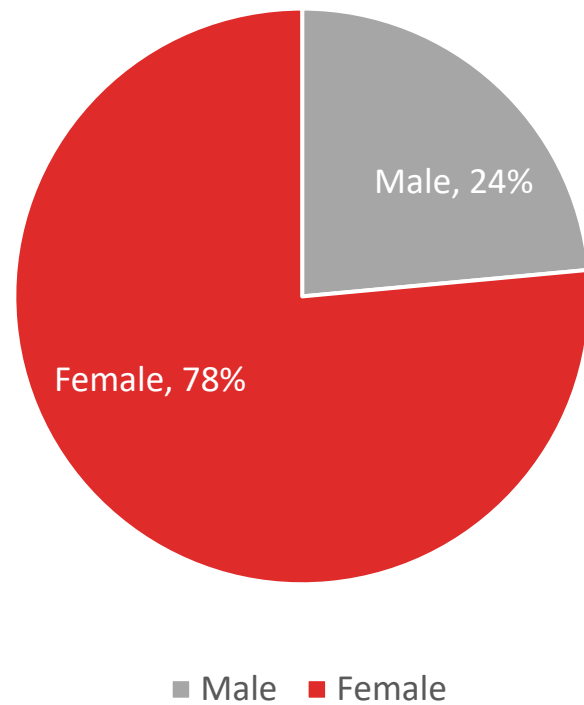


# Calor Teoranta Gender Pay Report - Republic of Ireland

## Part time employees

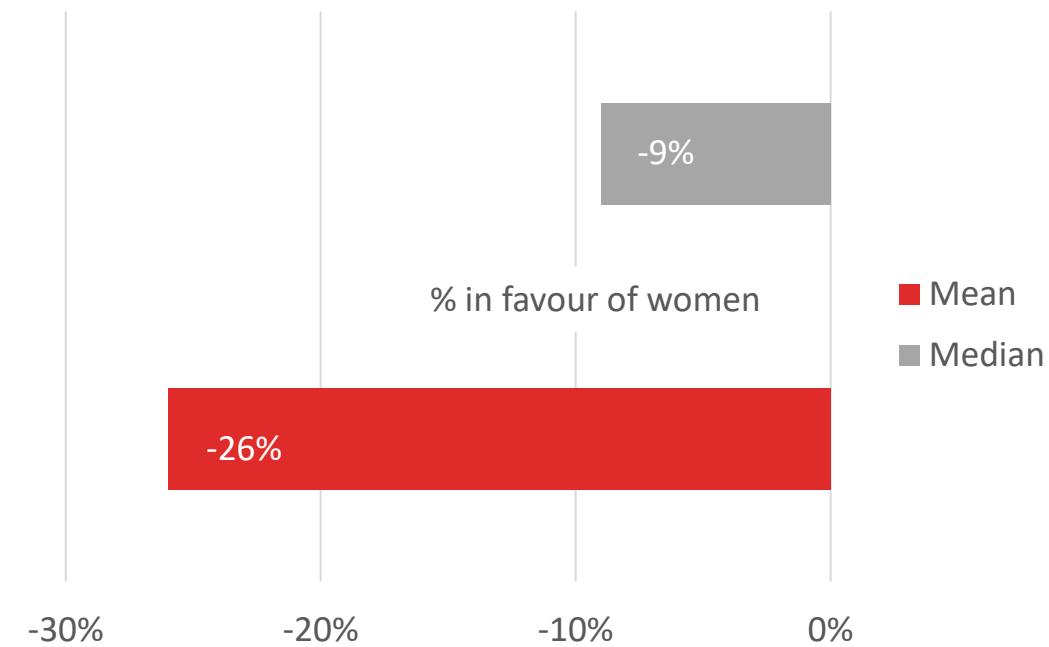
### Gender Split

Part time employees (17)

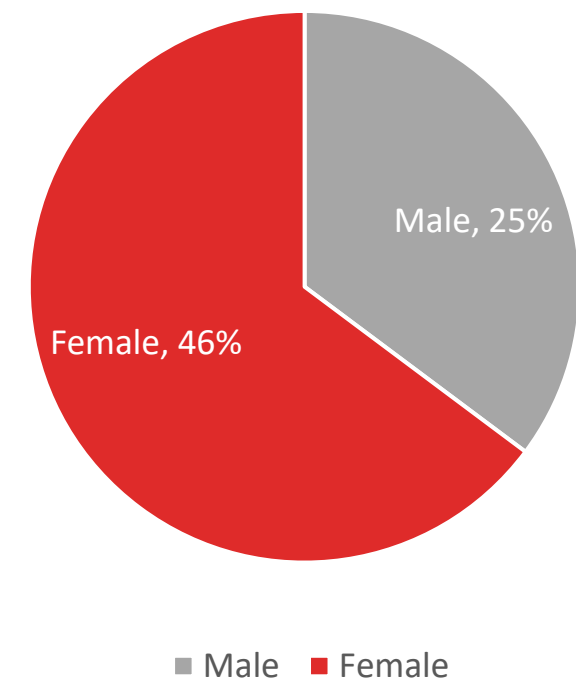


### Gender Pay Gap 2024

Reporting period: July 2023 - June 2024



### Benefit in Kind Gender Split



The mean gender pay gap for part time employees is 26% in favour of women and the median is 9% in favour of female employees. This is consistent with the demographic profile of part time employees - the male part time employees are casual production operatives or part time drivers, whereas the female part time employees tend to be in administrative and managerial roles.

In Calor, we have several senior female managers with part time working arrangements. There are no examples of senior male managers working part time, however, if part time working was requested by male managers, they would be equally considered, under our Flexible Working policy.

Managerial roles do have BIK elements and bonus payments as part of their remuneration packages.





# Promoting Inclusivity within Calor



## Mary Coughlin, Head of Industrial and Commercial Sales

Mary Coughlin joined Calor almost 20 years ago as a female student engineer. She is now Head of Industrial and Commercial Sales. Mary has held various roles, such as industrial sales engineer, BioLPG product manager, and strategic business development manager. Mary is a strong advocate and role model for women who want to have an invigorating career in STEM.

Calor's Graduate Engineering programme has been put in place to ensure we have a healthy and diverse talented pipeline. We provide opportunities for recently graduated engineers to learn and grow within the business. This programme includes professional and personal development workshops with clear learning objectives, mentors and dedicated networking groups, achieving accreditation from Engineers Ireland [TU Dublin].



Joining Calor has been an exciting way to kick off my career as a young engineer. Throughout my studies, I gained hands-on experience in process optimization and system design, and I am now putting that into practice.

**Emma Donnell, Graduate Engineer**



With Calor, I have amazing opportunities to work closely with engineers and colleagues from different departments. My goal is to learn new skills and grow as a young engineer. Calor's focus on sustainability, inclusivity and innovation matches my personal values.

**Arkias Kasonga , Graduate Engineer**







# Promoting Inclusivity within Calor

## Leadership Development



This programme was established in 2022 to build leadership capability. It encourages managers to rethink their roles, enhance strategy implementation, and lead teams effectively. The goal is a collaborative and inclusive environment where teamwork drives change.

## Inclusivity Training



Since 2022, we have developed a blended inclusivity training approach featuring e-learning modules and classroom-based workshops to enhance awareness and understanding of the importance of inclusivity in our business.

## Living the Values Awards



Each quarter, we highlight and celebrate employees who embody our core values: Integrity, Trust, Curiosity, Inclusivity & Passion. These awards are peer nominated to recognise colleagues' exemplary contributions.

## Taking the Stage



At Calor we feel it is important to encourage and support our colleagues to 'take the stage'. We regularly run this programme which is especially created for women to enable participants to come across as a confident, authentic leader every time they speak.





# Inclusivity Goals



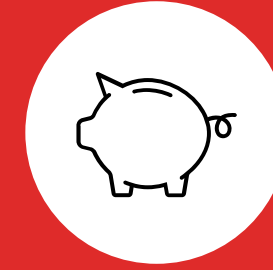
## Career Opportunities

Building core capabilities and creating meaningful career paths across all areas of the business – focusing on providing opportunities to bring balance to male dominated professions. Developing and empowering our people to reach their full potential.



## Inclusive Culture

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



## Total Rewards Strategy

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



**CALOR**





## Looking to 2025 & beyond from Mia Kutner, Chief People Officer

Inclusivity, as one of our values underpins our People & Engagement Strategy and everything that we do. I am very proud of the progress we have made in Calor to have so many women in senior leadership roles across a traditionally male dominated business. This demonstrates that when you create an open and inclusive environment, women will successfully progress their careers.

Understanding our gender pay gap is crucial for further advancing Calor as an inclusive and fair environment for all employees. We use Korn Ferry Hay methodology to standardise job evaluation, free from bias and our HR Roadmap for 2025 includes plans to improve managers' understanding and capability in this area, so that we can better communicate about this process and pay going forward.

We will continue to create clear career paths and opportunities, while also enhancing our learning and development programmes to raise awareness of the importance of inclusion, so that we sustain a culture of collaboration where all individuals feel respected, valued and integrated regardless of individual differences.

Our ultimate goal is to ensure that everyone has equal opportunities for advancement and are rewarded equitably for their contributions.

Yours sincerely





# 2024 Gender Pay Gap Information Act 2021 Reporting Requirements

Reporting period 1st July 2023 to 30th June 2024

## Gender pay gap fields

	2024	
Median hourly gender pay gap (full-time)	3%	
Median hourly bonus gender pay gap (full-time)	11%	
Median hourly gender pay gap (part-time)	-9%	
Mean hourly gender pay gap (full-time)	5%	
Mean hourly bonus gender pay gap (full-time)	-1%	
Mean hourly gender pay gap (part-time)	-26%	
Percentage of employees by gender to receive a performance related bonus remuneration	<b>W:</b> 36%	<b>M:</b> 35%
Percentage of employees by gender to receive benefit in kind.	<b>W:</b> 64%	<b>M:</b> 53%
Percentage of employees with lower remuneration quartile	<b>W:</b> 48%	<b>M:</b> 52%
Percentage of employees within lower middle remuneration quartile	<b>W:</b> 17%	<b>M:</b> 83%
Percentage of employees within upper middle remuneration quartile	<b>W:</b> 35%	<b>M:</b> 65%
Percentage of employees within upper middle remuneration quartile	<b>W:</b> 28%	<b>M:</b> 72%







Economic

E  
Environment

S  
Social

G  
Governance



CALOR