

Gender Pay Gap 2023

The Calico Group is committed to the principles of equality in pay for all our employees and we are dedicated to eliminating any gender bias in our pay and remuneration systems. From April 2017 all employers with over 250 employees must publish a Gender Pay Gap Report on an annual basis.

Chief Executive Comment

Calico Homes Ltd has a mean gender pay gap of 12.86%. Calico Homes is part of the Calico Group which is a Group of specialist companies and charities providing a range of specialisms including housing, healthcare, support, employability and construction. The Group figure of all our companies collectively is 6.32%.

Our Gender Pay gap is attributed partly due to national factors that impact the national UK gender pay gap as a whole. Namely, women continue to be overrepresented in care and support worker type roles, whilst men continue to be overrepresented in trades, accounting and ICT type roles. At Calico, we predominantly see women occupying care and support roles, whose pay tends to sit in the lower or lower middle quartiles, whilst we typically see men occupying roles whose pay tends to sit in the lower middle and middle upper quartile.

We are also different to most organisations in regards to the fact we have a registered Care Home that sits within our Housing association arm of the Group and again these roles are almost exclusively held by women.

We are committed to ensuring we do what we can do to reduce the gap, there is a reassurance that our Gender Pay Gap is not as a result of paying men and women differently for the same or equivalent work, moreover the pay gap is the result of the roles in which men and women work within the Group and the salaries that these roles attract on the market. This is reflected across the UK economy as a whole with factors such as caring for young children, part-time work and occupational choice having an impact.

We take equality, diversity and inclusion seriously. Aligned to our people strategy, we continue to create an environment that provides equal opportunities to all colleagues and provide fair pay and a competitive and creative benefits package. We are proud to be a significant employer of women with women accounting for 65% of our total workforce and 75% of our Group Leadership team. Alongside our Gender Pay Gap report, we also publish internally an Ethnicity, Disability, and Sexual Orientation Pay Gap report.

Our commitments regarding gender pay

- We commit to a fair rate of pay for women and ensure women are represented well at all levels of the Group including our Board.
- Strengthened and enhanced our leave arrangements, including paid time off for domestic abuse, fertility treatment, pregnancy loss along and other special leave arrangements. This is in addition to enhanced arrangements for maternity/adoption leave, and the option for career breaks
- We have an ongoing series of awareness raising workshops and training for our managers and employees around menopause and menopause awareness
- Seek to provide the best overall employment package giving particular attention to our employees' health and wellbeing.
- Formed a Diversity paying attention to Group which links up our responsibilities as an Employer, Provider and Landlord
- We produce a bi-annual report containing all our people metrics and insight which is presented to the Remuneration Committee and Boards

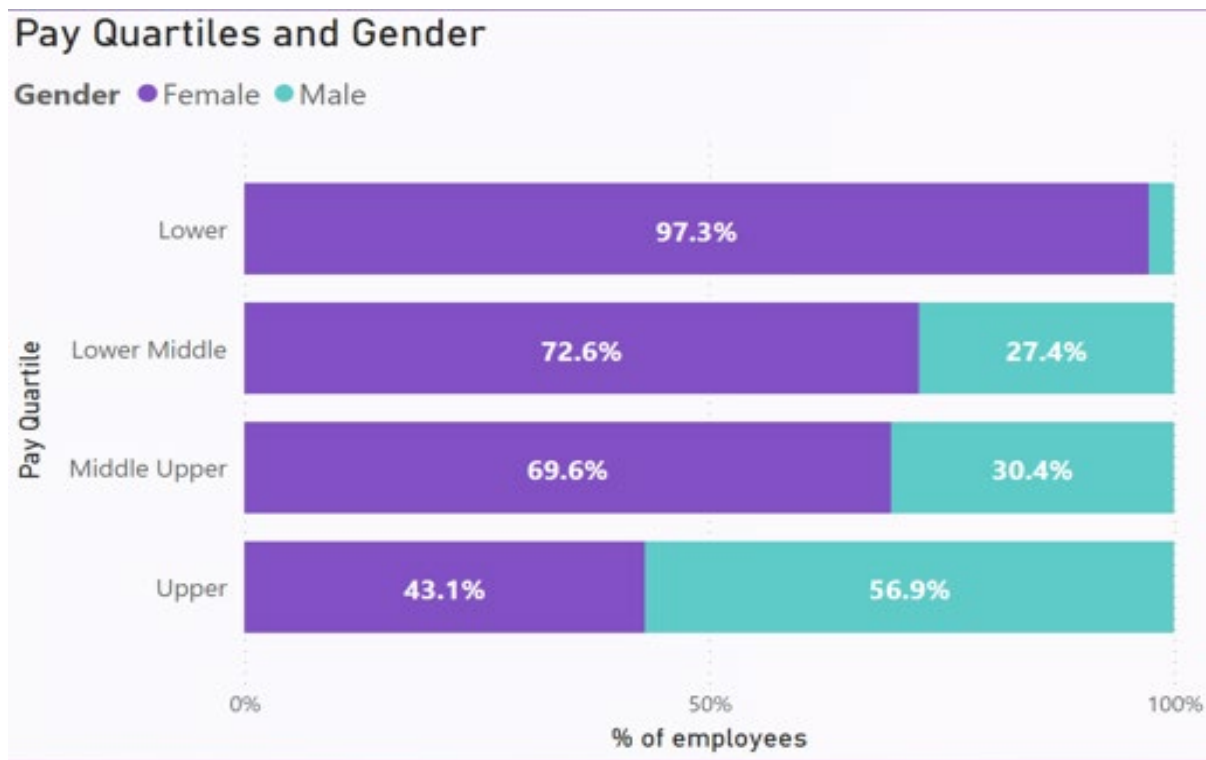
- We carry out an annual pay award review each year, the latest pay award given to all employees was 5% in October 2023
- We continue to make enhancements to our recruitment processes with the launch of E-Recruit and improved analytics ensuring we can track our reach and our jobs are accessible to all

Our Results – Calico Homes

Our Mean Gender Pay Gap 12.86% The mean shows the difference in average hourly pay between men and women.

Our Median Gender Pay Gap 22.98%. The median shows the difference between the middle paid woman and middle paid man.

Proportion of males and females in each quartile pay band Calico Homes

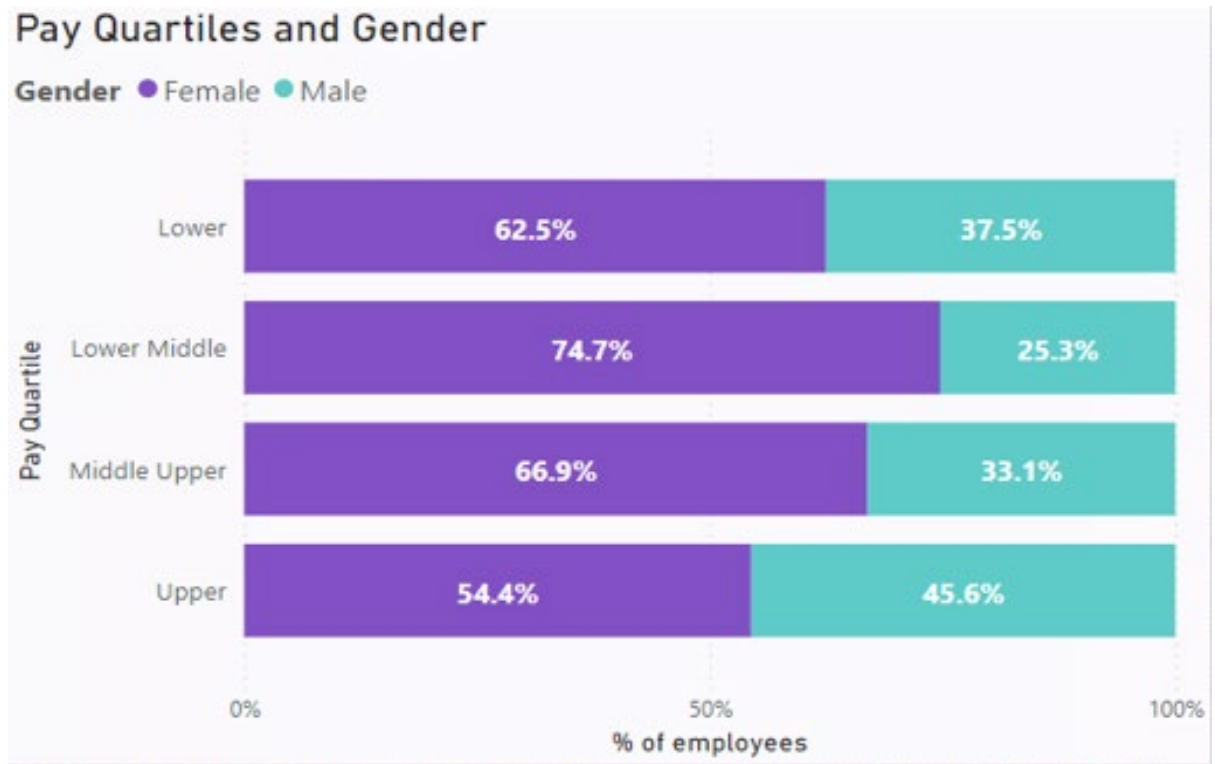


Our Results – Calico Group

Our Mean Gender Pay Gap 6.32%

Our Median Gender Pay Gap 11.19%

Proportion of males and females in each quartile pay band Calico Group



Anthony Duerden Chief Executive