

Gender Pay Gap 2024

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 5.5%. 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 3.09%.

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 64% of our total workforce and 67% 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

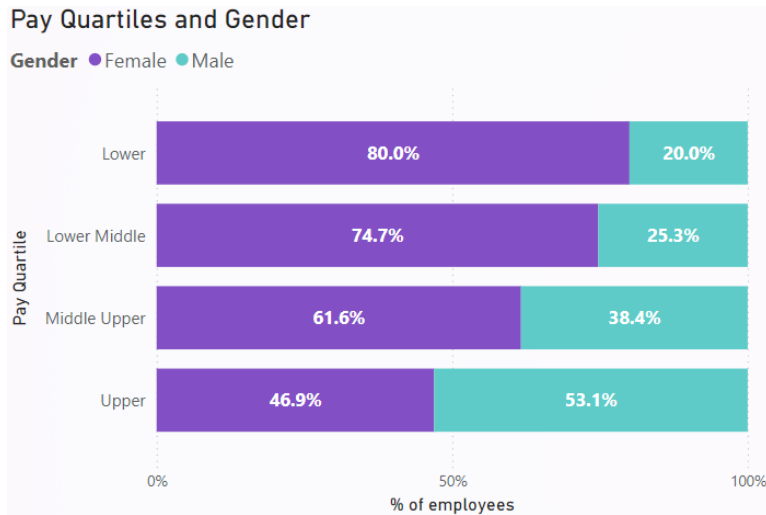
- We commit to a fair rate of pay for women and ensure women are represented well at all levels of the Group including our Board.
- We have a comprehensive 3 level EDI Training programme which covers gender equality and unconscious bias
- We are a DAHA accredited organisation and provide additional support to employees affected by domestic abuse including paid safe leave and working closely with SafeNet, one of our Group Companies
- We have enhanced leave arrangements, including paid time off for fertility treatment, pregnancy loss along with other special leave arrangements. This is in addition to enhanced arrangements for maternity/adoption leave, and the option for career breaks
- We actively work with schools, colleges and training providers to support young people into employment specifically considering under representation in both diversity and job roles
- We seek to provide the best overall employment package giving particular attention to our employees' health and wellbeing.
- We have a paying attention to Diversity 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 4% in October 2024
- We continue to make enhancements to our recruitment literature and process, improving analytics, launching diverse recruitment panels, training interview champions and updating documentation to improve identity and access

See the next page for results

Our Results – Calico Homes

Our Mean Gender Pay Gap 5.50%
Our Median Gender Pay Gap 14.05 %

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

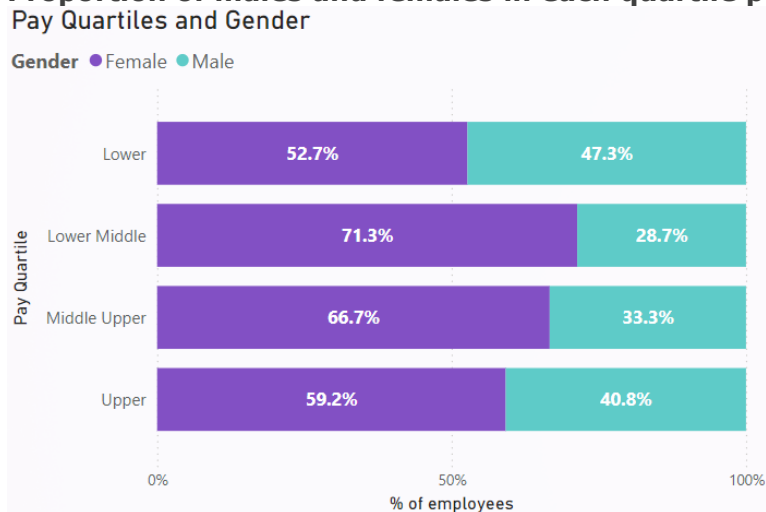


Our Results – Calico Group

Our Mean Gender Pay Gap 3.09% The mean shows the difference in average hourly pay between men and women.

Our Median Gender Pay Gap 6.95%. 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 Group



Anthony Duerden Chief Executive