At Calero MDSL, we are committed to fostering an inclusive, equitable, and supportive workplace where every colleague has the opportunity to succeed. We believe that diversity drives innovation and strengthens our culture, and we are committed to ensuring fairness in all aspects of employment.

As part of this commitment, and in alignment with UK Gender Pay Gap reporting requirements, we conduct a comprehensive gender pay gap analysis annually. This process enables us to maintain transparency, better understand the factors contributing to our results, and take informed action to improve gender balance across our workforce

Hourly Pay Gap and Pay Distribution by Quartile

Our analysis shows a **mean gender pay gap of 16%** and a **median gender pay gap of 9%** based on hourly pay. These figures indicate that, on average, men earn more per hour than women within our organization.

The primary driver of this gap is the distribution of roles across the organisation. Women are underrepresented in higher-paying roles and overrepresented in lower-paying positions, which impacts the overall pay gap

Bonus Pay Gap

The **mean gender bonus gap is 70.3%**, and the **median gender bonus gap is 10.2%**, highlighting a notable disparity in bonus payments between mean and women. Overall, 65**% of men** received a bonus compared to **35% of women**.

This gap is largely influenced by the concentration of bonus-earning roles within the upper pay quartile, where there is a higher proportion of male employees at Calero MDSL. Commission payments, which form part of bonus pay and are more commonly associated with sales roles, which are currently held predominantly by men, also contribute to the overall disparity.

Understanding Our Results

Our analysis indicates that the gender pay gap at Calero MDSL is primarily driven by the underrepresentation of women in certain areas of the business, particularly in higher-paying functions such as technology, sales and engineering, as well as at senior levels.

We are confident that our gender pay gap is not the result of unequal pay for equal work. We remain committed to maintaining fair and consistent pay practices across the organisation and making continuous progress in this area.

Our Commitment to Closing the Gap

We recognise that addressing our gender pay gap requires sustained focus and action. While progress has been made, we are committed to further reducing disparities through targeted initiatives, including:

Career progression and leadership development: Expanding mentoring, sponsorship and development opportunities to support greater female representation in senior roles.

Equitable bonus structures: Continuing to review bonus frameworks to ensure they are fair, transparent and consistently applied.

Flexible working and family support: Strengthening policies that support work-life balance and enable us to attract and retain diverse talent.

Inclusive hiring practices: Enhancing recruitment approaches to attract a broader and more diverse talent pool, with balanced shortlists wherever possible.

We are committed to fostering an inclusive workplace where all employees are valued, recognized and rewarded fairly, regardless of gender. At Calero MDSL, diversity, inclusion and respect are embedded within our culture and guide our approach to recruitment, reward, career development and workplace policies.

We also recognise that external market factors, including the high demand for skills in areas such as technology, can influence pay levels in roles where gender imbalance currently exists. Nevertheless, we are committed to ensuring that pay is determined fairly, based on skills, experience and performance.

We will continue to review and refine our approach to reward and progression to promote fairness, address disparities and ensure alignment with UK legislation.

We confirm that the data reported is accurate and meets the requirements of the UK Gender Pay Gap regulations.

Barbara Meeks

Barbra Meeks
Sr. Director, Human Resources