



Gender Pay Gap Report

2025



Foreword



We recognise that workforce composition within the Health and Social Care sector continues to play a significant role in shaping gender pay outcomes. Skills for Care's 'The state of the adult social care sector and workforce in England' report in 2025 (skillsforcare.org.uk) confirmed that the sector gender balance is improving with 21% men.

At Achieve together, we are proud to have a more balanced gender mix with **65% women and 35% men** in the snapshot year, which represents improvement to the gender balance from our 2024 position of 68% women and 32% men. This reflects our commitment to creating opportunities for progression and development at all levels.

The results of our Gender Pay Gap report for 2025, taken on the snapshot date of 5 April 2025, show a further improvement in our overall position. Our **mean gender pay gap has reduced to 0.5% (from 0.8% in 2024)**, and our **median gender pay gap has reduced to 0.8% (from 3.4% in 2024)**. These results remain significantly lower than both the sector 7.5% gender pay gap (gov.uk) and the UK average of 12.8% (gov.uk) and demonstrate our ongoing commitment to fair and equal pay for all.

We recognise that closing the gender pay gap requires sustained focus and long-term commitment. Our Board and Executive Team remain fully committed to equality, diversity and inclusion, and to ensuring fair and equitable outcomes for all colleagues.

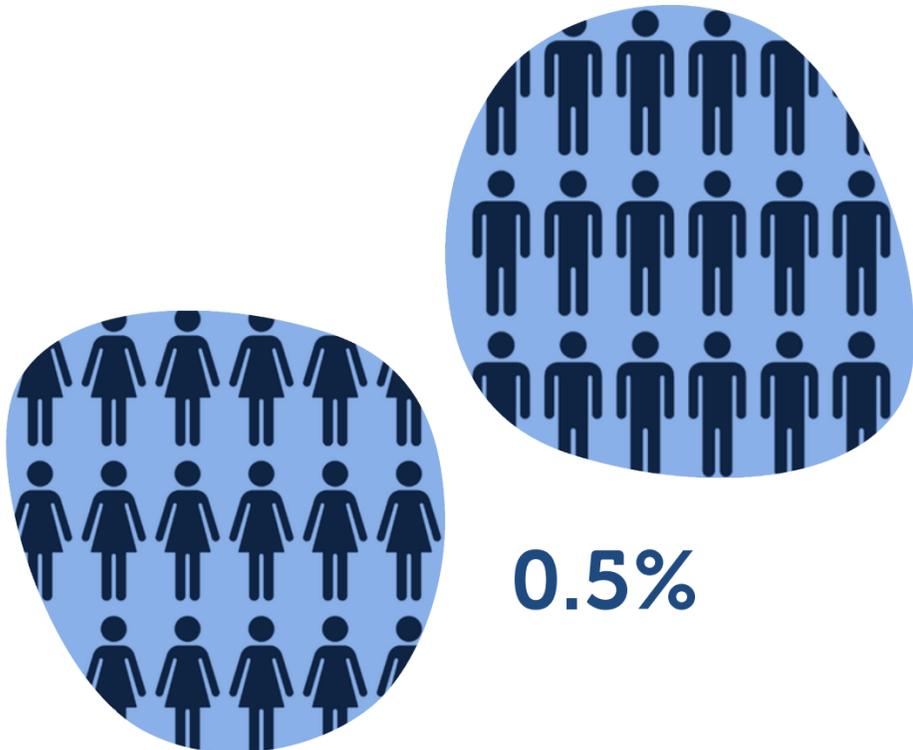
Lisa Cole,
Chief People Officer



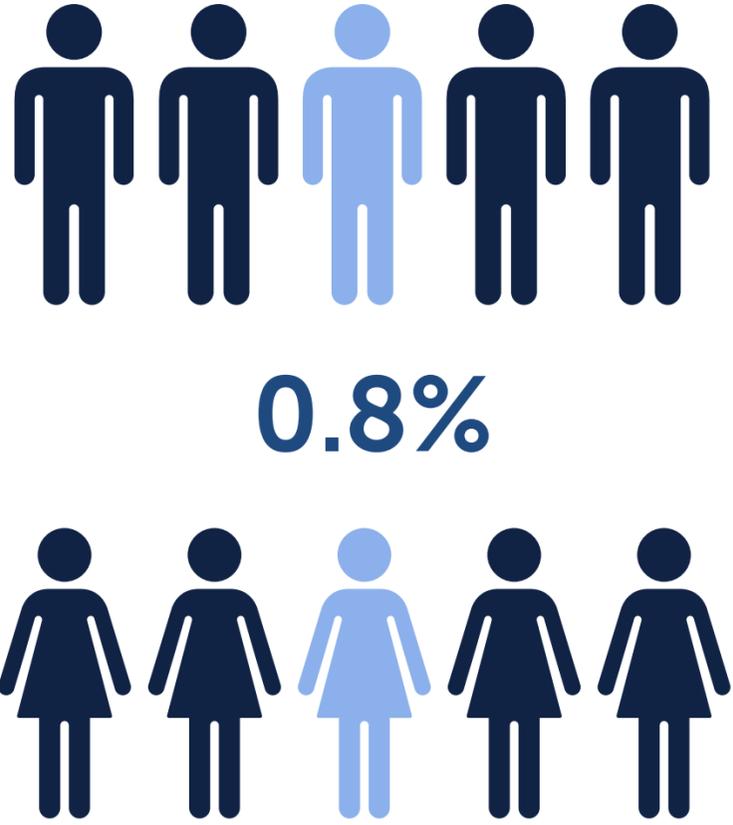
Our gender pay gap results

For the fourth year in a row, our mean gender pay gap has reduced, and our median gender pay gap has also reduced from 3.4% in 2024, to 0.8% in the reporting year. We believe this is reflective of our commitment to equal pay for equal work through structured pay frameworks and excellent internal development opportunities.

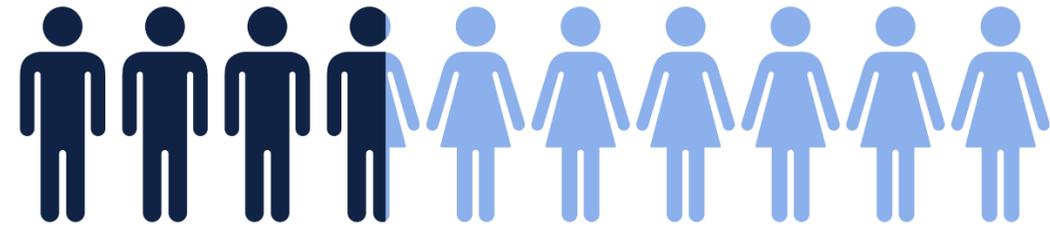
Mean gender pay gap



Median gender pay gap



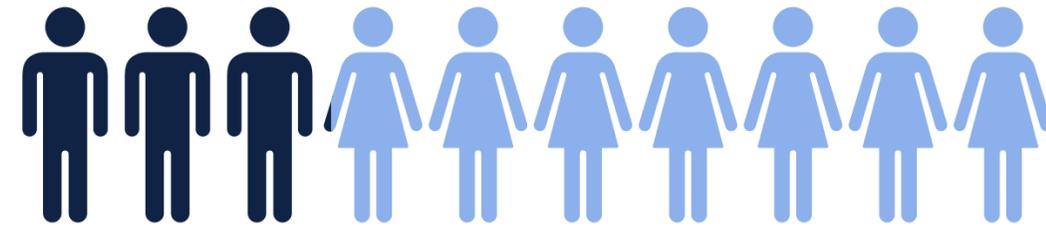
Upper Hourly Pay Quarter



37.1%

62.9%

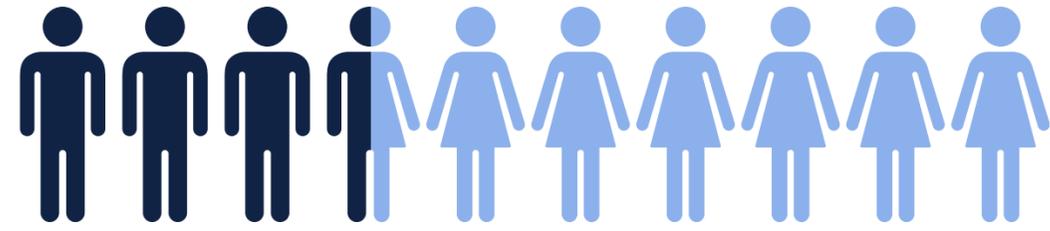
Lower Middle Hourly Pay Quarter



30.8%

69.2%

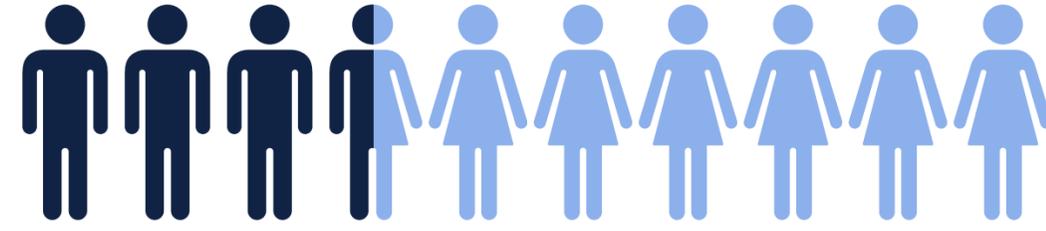
Upper Middle Hourly Pay Quarter



35.7%

64.3%

Lower Hourly Pay Quarter

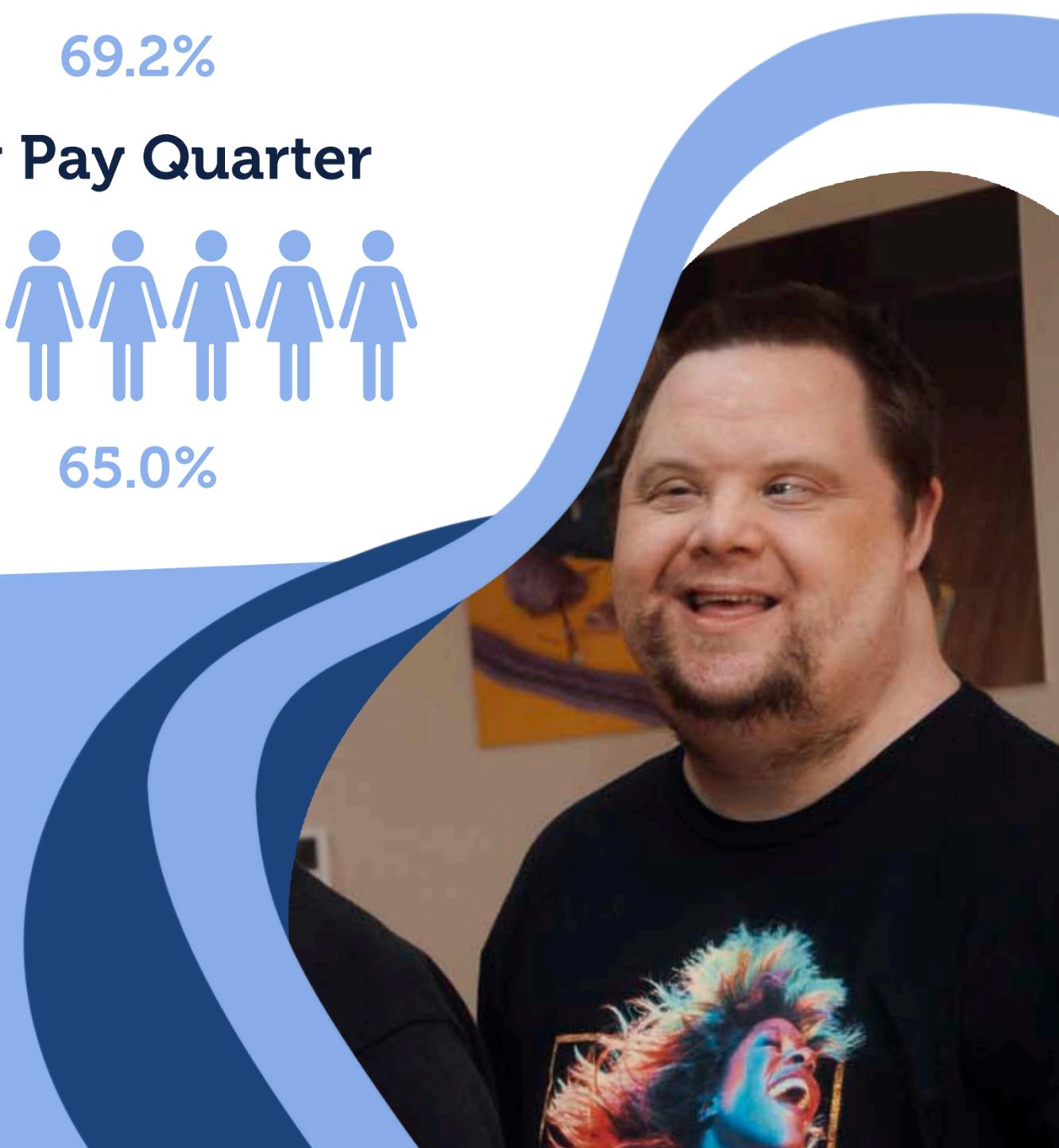


35.0%

65.0%

Our quartile results

Our pay quartile data continues to reflect the overall gender profile of our workforce. We have maintained a strong balance across the lower and middle quartiles and have seen continued alignment with our overall workforce composition. We remain focused on improving representation within the upper and upper middle quartiles, ensuring that opportunities for progression remain accessible to all colleagues.



Our bonus results

Our bonus results this year show an increase in both mean and median bonus gender pay gaps.

This change is primarily driven by a sizeable reduction in the number of payments made and the proportionately larger number of females receiving a bonus, in line with the demographic of the organisation. The investment in fixed base pay for home managers reduced the overall number of bonus' paid, impacting the reported gaps.

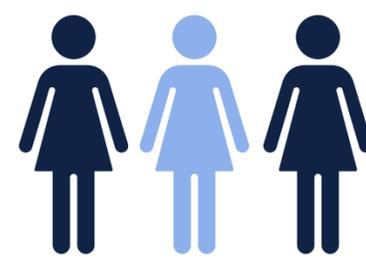
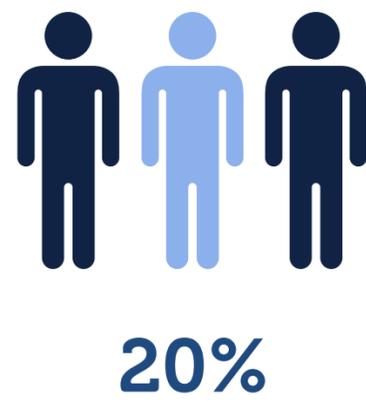
The proportion of colleagues receiving a bonus remains low overall, with 2.0% of men and 1.6% of women receiving a payment during the reporting period.

As with many organisations, a relatively small bonus population means that reported gaps can fluctuate year-on-year and may not reflect underlying pay equality. We will continue to monitor bonus outcomes closely to ensure fairness, consistency and transparency across all colleagues.

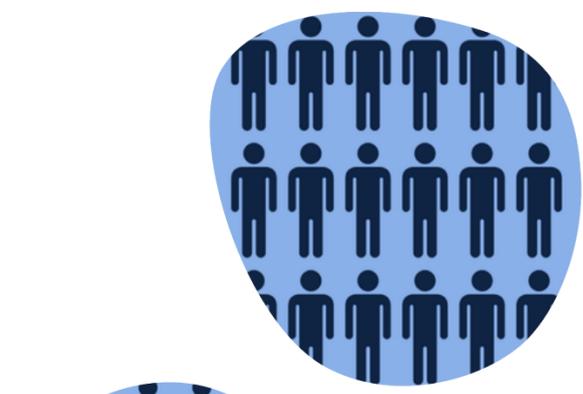
Percentage of men and women who received bonus pay



Median bonus gap



Mean bonus gap



Our plans for the future

We are committed to maintaining our low gender pay gap and continuing to make progress over time. Our focus areas for 2026 will include:

Extending our development of internal talent and succession

Supporting progression from frontline roles into management and leadership positions

Enhancing financial wellbeing support

Providing additional tools, resources and communications to drive awareness to support colleagues across all levels

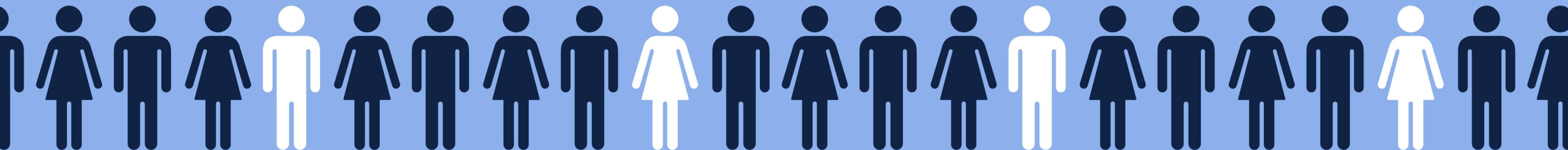
Improving engagement and representation

A new employee forum is being introduced to increase colleague insight and involvement

Continuing to maintain competitive pay levels

Fairly rewarding our frontline team members, endeavouring to pay above National Living Wage in England.

We are proud of the progress we have made and remain committed to ensuring that all colleagues have fair access to opportunities, development and reward, regardless of gender.





I confirm that the gender pay and bonus gap calculations and the data provided for Achieve together Limited is accurate.

Zak Houlahan

Zak Houlahan

Chief Executive Officer

