Elizabeth Finn Homes

Loving homes where people flourish

GENDER PAY GAP REPORTING 2026

Introduction

A summary of this report will be published on or before 5th April 2027 as required by statute, on both the Elizabeth Finn Homes and government website. The gender pay gap measures the difference between male and female average hourly pay across the organisation, regardless of job role. This is different to 'equal pay' which means that males and females who carry out the same or similar job roles must be paid the same. Gender pay gap calculations are based on figures drawn from a specific date each year, this is called the 'snapshot date'.

Gender Pay Gap

This is our annual gender pay gap report for the snapshot date of 5 April 2026.

- Our mean gender pay gap is 3.07%.
- Our median gender pay gap is 3.51%.
- Our mean gender bonus gap is 13.42%.
- Our median gender bonus gap is 12.50%.
- The proportion of male employees receiving a bonus is 20.77% and the proportion of female employees receiving a bonus is 18.60%.

Table 1: Pay quartiles by gender

This table shows our workforce divided into four equal-sized groups based on hourly pay rate. Band A includes the lowest-paid 25% of employees (the lower quartile) and band D covers the highest-paid 25% (the upper quartile).

Band	Males	Females	What is included in this band?
A	19.25%	80.75%	All employees whose standard hourly rate is within the lower quartile
B	18.01%	81.99%	All employees whose standard hourly rate is more than the lower quartile but the same or less than the median

Band	Males	Females	What is included in this band?
C	22.22%	77.78%	All employees whose standard hourly rate is more than the median but the same or less than the upper quartile
D	20.99%	79.01%	All employees whose standard hourly rate is within the upper quartile

A quartile is one of four equally sized groups created when you divide a selection of numbers that are in ascending order into four. The "lower quartile" is the lowest group. The "upper quartile" is the highest group.

The figures in this table have been calculated using the standard methods used in the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.

Why do we have a gender pay gap?

Legally, men and women must receive equal pay for:

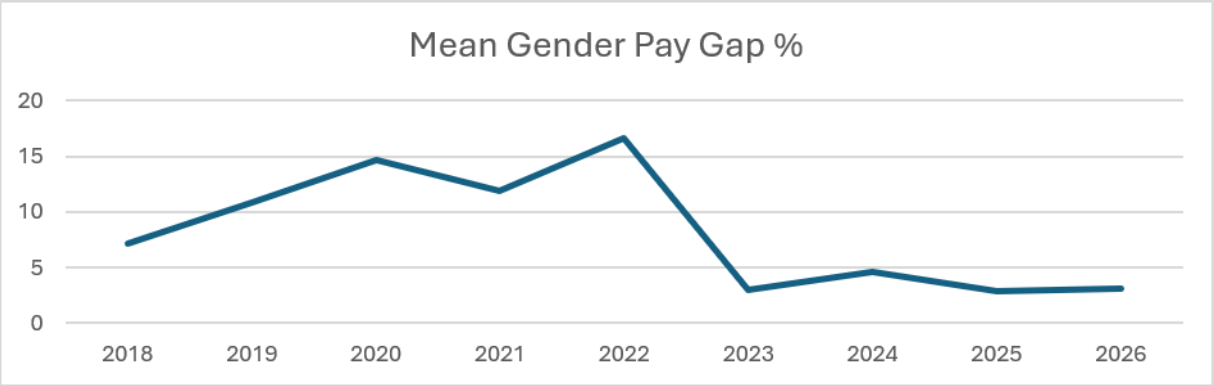
- the same or broadly similar work;
- work rated as equivalent under a job evaluation scheme; or
- work of equal value.

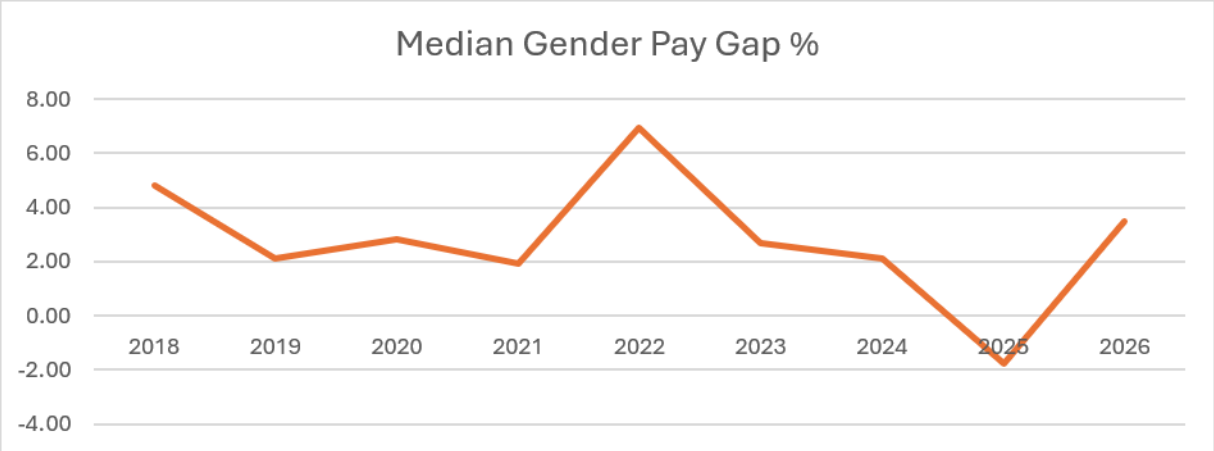
We are committed to equal opportunities and equal treatment for all employees, regardless of sex, race, religion or belief, age, marriage or civil partnership, pregnancy/maternity, sexual orientation, gender reassignment or disability. We have a clear policy of paying employees equally for the same or equivalent work, regardless of any of these factors. We:

- carry out pay and benefits reviews at regular intervals and implement a remuneration policy that sets out our approach to pay more broadly
- continue to pay the Real Living Wage equally for men and women across the organisation
- Are committed to equity, diversity, inclusion and belonging as a key organisational strand to deliver better services for our residents and improve the working experience of our staff
- Implement a fair bonus process regardless of gender across Homes, the Senior Management Team and the Executive Leadership Team.
- Evaluate job roles, structures and pay grades as necessary to ensure we are a fair organisation.

We are confident that our gender pay gap is not because we pay men and women differently for the same or equivalent work. Instead, our gender pay gap is because men and women work in different roles and those roles have different salaries.

We continue to have more female than male employees in all our pay quartiles. We have seen an increase in our gender pay gap, with our mean gender pay gap increase from 2.93% to 3.07% (0.14% change) and our median gender pay gap increasing more significantly from -1.76% to 3.51% (5.27% change). The graphs below show the overall trend in mean and median gender pay gaps since 2018 to provide a broader picture:





Our mean and median gender pay gap continues to be significantly lower than the UK average of 12.8%. This means that at Elizabeth Finn Homes on 5 April 2026, using the mean gender pay gap, for every £1 that a man earned, a female earned 97p; using the median gender pay gap, for every £1 that a man earned, a female earned 96p.

While we strive for exact equity, we are confident that our gender pay gap does not stem from paying men and women differently for the same or equivalent work. Rather, our gender pay gap is the result of the roles that males and females happen to hold within the organisation and their hourly rates.

The pattern from the UK economy of more females than males in part-time employment is reflected in the make-up of Elizabeth Finn Homes workforce, where most front-line care staff, housekeeping staff and catering assistant roles are undertaken by females in part-time positions. While there are more males working in line management roles in some areas of the business such as maintenance, chef and catering management, there is still an overall predominance of females in these roles in Elizabeth Finn Homes. For there to be no gender pay gap, there would need to be an equal ratio of males to females in each band. However, within Elizabeth Finn Homes females make up the majority in each band, reflecting the significant number of females employed overall in the care sector.

It is also worth noting some specific elements that affect our gender pay gap:

- Salary sacrifice pension contributions are not included in the standard calculations. As a general rule, we have more females opting for the salary sacrifice pension option and several have increased their personal contribution considerably in the past year which impacts the results.
- Changes with the higher earners has affected our figures this year, i.e. we have more male home managers now and changes within the Executive Leadership Team ELT mean there are fewer female directors.
- A large proportion of domestic and food services roles are filled by women which are the lower earning roles. In the lower quartile 115 of 161 are in these roles and 92 of them are female so mean and median figures are less likely to show significant change.

How does our gender pay gap compare with that of others?

Most organisations have a gender pay gap, and we are pleased to be able to say that Elizabeth Finn Homes compares favourably with that of other organisations, including those within our industry. Among all employees the gender pay gap in April 2025 according to the Office of National Statistics was 12.8%.

What are we doing to address our gender pay gap?

While Elizabeth Finn Homes gender pay gap remains low compared to the overall picture, and similar to other care providers, we keep this under review as part of our overall equity, diversity, inclusion and belonging approach. We aim to recruit people from a range of backgrounds and life experiences to enhance the life within our homes, we continue to offer a significant raft of employee benefits including many family friendly leave policies.

Our homes remain inclusive and supportive environments for everyone who works or visits them. Our policy framework reflects this, as does the relaunch of our learning and development offering to colleagues at all levels, encouraging development through apprenticeships and succession pathways in a range of roles across the business.

A summary of this report will be published in accordance with the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017. We have also prepared a voluntary action plan as per UK government guidance. This is likely to become a statutory requirement from 2027.