Gender Pay Gap Report

Year Ending 5 April 2026

Forward

At Berkley Care Group, our people are the reason families trust us with those they love most. We value the diversity, expertise and commitment of our team members greatly, and we are committed to ensure that our approach to how we reward our team members continue to focus on roles, and not people. How we pay, recognise and support our colleagues matters deeply to us - it is part of living our values of trust, responsibility and initiative, and it sits at the heart of our People with Purpose strategy.

This report sets out the difference between what men and women earn across Berkley Care. We are proud that the typical man and the typical woman at Berkley earn almost the same hourly rate. Although our median gap is low, we recognise that representation within senior and higher-paid roles remains an important area of focus. These figures tell a story about the shape of our workforce, and we are committed to understanding and acting on what they show.

What The Gender Pay Gap Is

The gender pay gap measures the difference between the average earnings of *all* women and *all* men across our organisation, whatever their role. It is shown as a percentage of men's earnings. A positive figure means men earn more on average; a negative figure means women earn more.

The gender pay gap is not the same as equal pay. Equal pay is about men and women receiving the same pay for the same or similar work. We are committed to maintaining fair and equitable pay practices and regularly review pay arrangements to help ensure compliance with equal pay legislation. A gender pay gap can still exist where equal pay is in place, usually because men and women are spread differently across roles and levels of seniority.

Our Workforce

1075 relevant employees were included in this report. Like adult social care as a whole, our workforce is predominantly female: around 81% are women and 19% are men. This balance shapes every figure that follows.

Our Figures

The six calculations required by law are set out below.

Measure	Result
Mean gender pay gap (hourly pay)	7.76%
Median gender pay gap (hourly pay)	1.83%
Mean gender pay gap (bonus pay)	-40.34%
Median gender pay gap (bonus pay)	77.78%
Proportion of women who received a bonus	6.20%
Proportion of men who received a bonus	8.04%

Distribution of women and men across our four equal-sized pay quartiles:

Pay quartile	Women	Men
Upper (highest paid)	69.40%	30.60%
Upper middle	81.78%	18.22%
Lower middle	86.99%	13.01%
Lower (lowest paid)	84.01%	15.99%

Understanding Our Hourly Pay Gap

Our mean (average) hourly pay gap is 7.76% and our median is 1.83%. The median - often seen as the more representative measure, because it is not distorted by a small number of very high or very low earners - shows that the typical man and women at Berkley earn almost the same hourly rate.

The gap that does exist is driven by the shape of our workforce rather than by paying men and women differently for the same job. Our pay quartiles show this clearly. While women comprise approximately 81% of our workforce, they represent 69% of colleagues in the upper pay quartile. This indicates that women remain underrepresented in our highest paid roles relative to their overall representation within the organisation.

The Office for National Statistics reported a median gender pay gap of 6.9% among full-time employees in April 2025. While direct comparisons should be treated with caution due to differences in workforce composition and sector, Berkley's median gap of 1.83% is significantly lower.

Understanding Our Bonus Figures

Bonuses reach only a small number of our people: 6.20% of women and 8.04% of men received one in the reporting year. Because so few colleagues, and a particularly small number of men, received a bonus, these figures move sharply on the basis of a handful of individual payments and should be read with real caution.

Our mean bonus gap is -40.34%, meaning that, on average, women's bonuses were higher than men's.

Our median bonus gap is 77.78%, meaning the typical (middle) bonus received by a man was higher than the typical bonus received by a woman. The large difference between these two measures reflects how few people received a bonus: a small number of larger individual awards can pull the average one way while the typical payment sits elsewhere. Given the small number of employees receiving bonuses, year-on-year bonus gap figures can fluctuate significantly. We will continue to review bonus and recognition arrangements to ensure they remain transparent and consistently applied.

Why our Gap Exists

Our analysis suggests that Berkley's gender pay gap is primarily driven by occupational distribution rather than differences in pay for equivalent roles. Women are strongly represented throughout the organisation and comprise the majority of our workforce. However, men remain proportionately more represented in some of our higher-paid leadership and specialist positions. We therefore continue to focus on succession planning, leadership development and career progression opportunities to ensure talented colleagues can progress regardless of gender.

What We Are Doing About It

Our focus for the year ahead:

- Grow and diversify our leadership pipeline through the Leadership Development Programme (Building Inspirational Leadership and Sensational Teams), so that women are strongly represented as they progress into senior, specialist and management roles.
- Review our approach to bonus and recognition so that it is transparent, consistently applied and clearly recorded.
- Maintain robust equal pay governance, including annual pay reviews across comparable roles.
- Support progression and flexible working for part-time colleagues, who make up a large part of our workforce.
- Continue to support colleagues experiencing menopause through our wellbeing and inclusion initiatives, and reflect this within our gender pay gap action planning
- Implement actions developed as a response to our quarterly engagement survey

Declaration

I confirm that the information and calculations in this report are accurate and have been produced in accordance with the requirements of the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.

Leah-Marie Smith
Director and Chief People Officer
12 August 2026