

GENDER PAY GAP REPORT 2026

FOCUS CARE SUPPORTED LIVING LTD

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15th June 2026

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1.Introduction:

At Focus Care Supported Living, we provide tailored supported living services through a Housing with Care (HwC) model. Our services support individuals with a range of needs, including learning disabilities, mental health conditions, autism spectrum disorders, acquired brain injuries, behaviours that challenge, and complex care requirements.

With a growing national presence, we remain committed to delivering exceptional care by recruiting people with the right blend of talent, values, and potential. Our recruitment and promotion practices are based on merit and guided by a values-based, competency-driven approach.

We are proud to embrace the spirit of *Ubuntu* — “*I am because we are*” — which reflects our belief in community, shared success, and mutual respect.

2.Equality and Diversity Statement:

Focus Care Supported Living is committed to cultivating a culture that truly values and celebrates diversity. We are dedicated to ensuring fairness and dignity for every individual, regardless of gender, age, ethnicity, disability, religion or belief, sexual orientation, marital status, or any other characteristic protected by law.

We acknowledge the specific challenges that may affect individuals from Black, Asian and Minority Ethnic (BAME) backgrounds, people with disabilities, and members of the LGBTQ+ community. Our aim is to create an environment where diversity is embraced, voices are amplified, and all team members are empowered to thrive.

Promoting equality and inclusion is not only a legal obligation—it is a core principle that defines who we are. We are committed to driving meaningful change and building a truly inclusive workplace and society.

3.Summary of Gender Pay Data

Key Insights

Overall Mean Pay Gap: - 0.23 % - (a negative figure indicating that women earn more on average than men).

Overall Median Pay Gap: 0% - there is no difference in median pay between the sexes

Average Male Pay: £ 12.80

Average Female Pay: £12.83

Mean Bonus Pay Gap: £ - Not Applicable

Median Bonus Pay Gap: - Not Applicable

Percentage of male employees receiving Bonus Payments: - Not Applicable

Percentage of female employees receiving Bonus Payments: - Not Applicable

4.Gender Pay Data

Overview:

Employers with 250 or more employees are required to calculate and publish annual gender pay gap data in accordance with the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.

The gender pay gap reflects the difference in average earnings between men and women across an organisation, regardless of job roles or seniority levels. It is distinct from equal pay, which ensures men and women receive the same compensation for performing work of equal value.

Objective: This report sets out FOCUS CARE SUPPORTED LIVING'S Gender Pay Gap data for the reporting period and outlines our commitment to maintaining fair and equitable pay practices.

Data Collection and Analysis

Data Collection:

Statutory Snapshot: 5th April each year.

Pay Period: for employees paid monthly is one month. FOCUS CARE SUPPORTED LIVING pay period is 15th March 2026-14th April 2026, in which the snapshot date of 5th April 2026 falls, in accordance with UK Gender Pay Gap reporting regulations.

Reporting Deadline is the 4th April 2027.

Employee Type: we collected payroll and employee data for both relevant and full pay relevant employees.

We reviewed staff as 2 employee types

1. Relevant Employees-anyone who is employed at the snapshot date (5th April) including: Full-time employees, Part-time employees, Casual Workers, Employees on Statutory Maternity Pay (SMP), Statutory paternity Pay (SPP), Adoption and sick leave etc
2. Full-pay relevant employee-received their full ordinary pay, it excludes employees who have reduced pay because of on Statutory Maternity Pay (SMP), Statutory paternity Pay (SPP), Adoption and sick leave (Long-term, short-term sickness was not excluded).
 - Relevant employee is used to work out any gender pay gaps in bonus pay
 - **Full-pay relevant employee- for all other gender pay gap calculations**

Data Segregation:

The data was separated based on employee gender to facilitate the analysis. Mean and median pay calculations were undertaken for both genders.

Mean Pay Gap: In order to calculate this, FOCUS CARE SUPPORTED LIVING LTD has calculated the hourly rate for all full-pay relevant employees and has then calculated the Average hourly rate of pay for males and females. The mean pay gap is the difference between these rates, expressed as a percentage of men's average pay.

$$\text{Mean Pay Gap} = \left(\frac{\text{Average Male Pay} - \text{Average Female Pay}}{\text{Average Male Pay}} \right) \times 100$$

National Average Mean Pay Gap: 12.80% (ONS 2025) - Previous year 13.10% (ONS 2024).

Median Pay Gap: FOCUS CARE SUPPORTED LIVING LTD has calculated the hourly rate for all full-pay relevant employees, then calculated the median hourly rate of pay for males and females. The median pay gap represents the midpoint difference in hourly pay between men and women. The median pay gap is the difference between these midpoints in the range of hourly pay for men and women, expressed as a percentage of the male midpoint.

$$\text{Median Pay Gap} = \left(\frac{\text{Median Male Pay} - \text{Median Female Pay}}{\text{Median Male Pay}} \right) \times 100$$

Quartile Analysis: The full-pay relevant employees were divided into four groups based on hourly pay rates and in turn the proportion of men and women in each quartile.

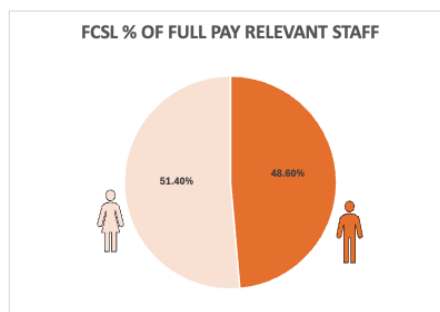
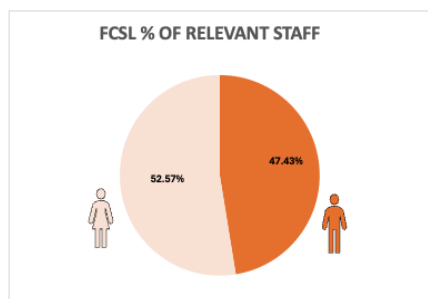
Quartile Distribution: Assess the percentage of men and women in each quartile of the pay range.

Gender Pay Reporting

We are committed to non-discrimination on the grounds of gender and comply fully with the Equality Act. Due to the nature of our industry, our workforce consists predominantly of females (51.40%) compared to males (48.60%).

Staff Numbers:

As at the statutory snapshot date, FOCUS CARE SUPPORTED LIVING LTD employed 331 relevant employees, comprising 174 females and 157 males and 321 Full Pay relevant employees, comprising 165 females and 156 males.

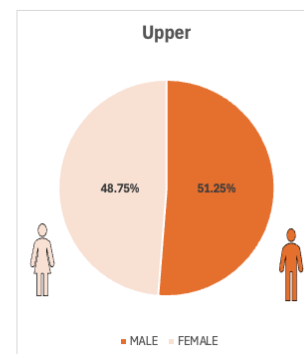
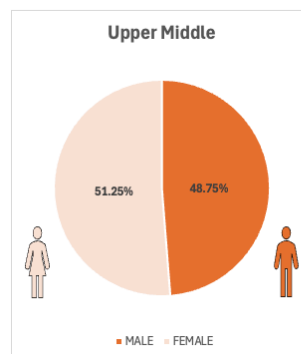
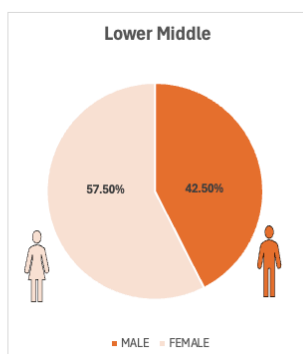
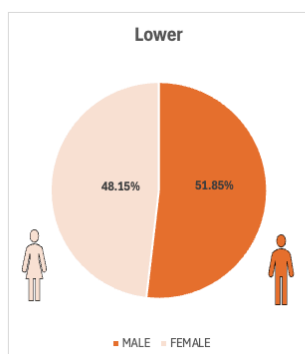


Proportion of Males and Females in Pay Quartiles

FOCUS CARE SUPPORTED LIVING LTD has calculated the quartiles using the 4-step method outlined at Regulation 13 of the Regulations and has then expressed the percentage of male and female full-pay relevant employees in each of the quartiles.

This was calculated by ordering the hourly rate of pay from lowest to highest and group the full-pay relevant employees into four pay quartiles. The results demonstrate that women are represented throughout the pay structure, including in higher-paid positions.

FULL PAY RELEVANT EMPLOYEES	FOCUS CARE SUPPORTED LIVING LTD	
	321	
	MALE	FEMALE
LOWER-NO: 81	42	39
	51.85%	48.15%
LOWER MIDDLE-NO: 80	34	46
	42.50%	57.50%
UPPER MIDDLE- NO: 80	39	41
	48.75%	51.25%
UPPER -NO: 80	41	39
	51.25%	48.75%



5.Results and Key Insights

The report reflects a strong position on pay equity, particularly at the median level. The negative mean gap may indicate that FOCUS CARE SUPPORTED LIVING LTD is outperforming traditional gender pay expectations. Consistent median equality is a positive indicator of equitable pay practices.

Negative Mean Pay Gap

The average hourly rate for female employees is **0.23 % higher than that of male employees**, resulting in a negative mean gender pay gap.

Overall Median Pay Gap: 0% - there is no difference in median pay between the sexes

Average Male Pay: £ 12.80

Average Female Pay: £12.83

Bonus pay gap – FOCUS CARE SUPPORTED LIVING LTD does not operate a bonus scheme. Therefore:

- **Mean Bonus Pay Gap: 0.0%**
- **Median Bonus Pay Gap: 0.0%**
- **Percentage of Male Employees Receiving Bonus Pay: 0.0%**
- **Percentage of Female Employees Receiving Bonus Pay: 0.0%**

6.Key Influencing Factors and Organisational Initiatives

Role Distribution

Women are well represented across all levels of the organisation, including leadership and higher-paid roles. This balanced representation contributes positively to our gender pay outcomes.

Gender-Neutral Recruitment

All recruitment, promotion, and development decisions are based on merit, skills, experience, and organisational values, ensuring equal opportunities for all employees.

Employee Engagement

We encourage employee involvement through regular engagement activities and our employee steering committee, promoting an inclusive and transparent workplace culture.

Professional Development

We invest in employee development through structured learning opportunities, including our Leadership and Management Framework, supporting career progression across the organisation.

Succession and Talent Planning

Our inclusive succession planning process provides equal access to development and progression opportunities, helping employees achieve their full potential.

Understanding the Gender Pay Gap

Gender pay gaps can be influenced by factors such as workforce demographics, occupational segregation, and part-time working patterns. We remain committed to monitoring these factors and promoting equitable outcomes.

7.Ongoing Commitments and Actions

As outlined within our **Equality and Diversity Policy (PE03-Equality and Diversity Policy and Procedure)**, as an organisation, we are absolutely committed to equality across our workforce and believe that monitoring our

gender pay information is central to ensuring that everyone is remunerated and enjoy the same opportunities. Increasing transparency around the Company's gender pay data will enable FOCUS CARE SUPPORTED LIVING LTD to monitor and scrutinise its policies and ensure that it puts in place effective strategies to confront gender pay with a view to ultimately eliminating any gender pay gap from our organisation

As an organisation, we have devised an action plan outlining the steps we intend to take over the next 12 months with a view to reducing our gender pay gap.

1. **Promoting Diversity and Inclusion:**
Continued efforts will be made to support a diverse and inclusive workplace through fair recruitment, promotion, and pay practices.
2. **Policy Review:**
Pay policies and procedures will be regularly reviewed to ensure equity and transparency across all staff levels.
3. **Monitoring and Evaluation:**
We will continue to track the impact of our initiatives to reduce the gender pay gap and adjust strategies where necessary to improve outcomes.
4. **Annual Reporting and Review:**
Gender pay data will be reviewed annually to assess progress and inform future action plans.
5. **Support employees experiencing menopause.**

8. Closing Statement from the Senior Management Team

The Senior Management Team are fully committed to promoting fairness, inclusion, and equal opportunity across the organisation. While our gender pay gap reflects sector-wide trends such as role distribution and part-time work, we are proud of the progress made through gender-neutral recruitment, inclusive leadership, and structured development initiatives. Our leadership will remain transparent and accountable as we work towards reducing the gender pay gap. This report evidences our integrity and commitment to FREDA – Fairness, Respect, Equality, Diversity and Autonomy.

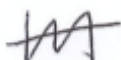
9. Compliance Statement

This Gender Pay Gap Report has been produced in accordance with the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017 (the "Regulations"), ensuring transparency, fairness, and equality in our employment practices. Data is calculated using raw data captured from the pay period **15th March-14th April 2026** (relevant period). The data in this report relates to FOCUS CARE SUPPORTED LIVING LTD (the "Company").

A copy of this report will be published on the website of FOCUS CARE SUPPORTED LIVING LTD and on the specified government website where it will remain accessible to the public at large and all the workforce of FOCUS CARE SUPPORTED LIVING LTD for a minimum of 3 years.

Chris Graham, National Operations Director confirms that the information contained within this report has been collected from payroll data in accordance with the Regulations and the data contained at section 3 of this report is accurate.

Signed



Date: 15/05/2026

Mr Chris Lewis Graham

National Operations Director

For and on behalf of FOCUS CARE SUPPORTED LIVING LTD