

Focus Care Supported Living Pay Gap Report 2024/25

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.

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.

Overview:

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 aims to analyse the gender pay gap across Focus Care Supported Living for the 2024/2025 financial year.

Data Collection and Analysis

Data Collection:

We collected payroll and employee data for all staff- full-time, part-time, and bank staff employed during the 2024/25 fiscal year. The dataset included gender, job role, basic salary, Data included information on gender, job role and basic pay.

Data Segregation:

The data was separated based on employee gender to facilitate the analysis. Calculate Mean and Median Pay between genders.

Mean Pay Gap: The mean pay gap represents the average difference in hourly pay between men and women. The mean pay gap is the difference between these averages, expressed as a percentage of men's average pay.

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

Median Pay Gap: 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 workforce was divided into four groups based on hourly pay rates and in turn the proportion of men and women in each quartile.

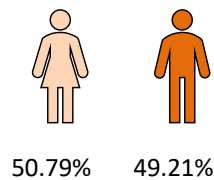
Quartile Distribution: Assess the percentage of men and women in each quartile of the pay range.

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 (50.79%) compared to males (49.21%).

Staff Numbers:

Between 1st April 2024 and 31st March 2025, Focus Care Supported Living had a total of 378 employees, comprising 192 females and 186 males. These numbers include staff who joined or left the organization during this 12-month period.



Key Insights

Overall Mean Pay Gap: - 1.72% -a negative figure, means women earn more on average)

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

Average Male Pay: £ 12.80

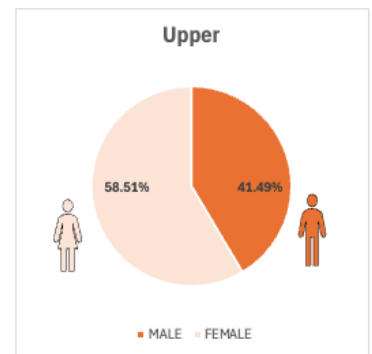
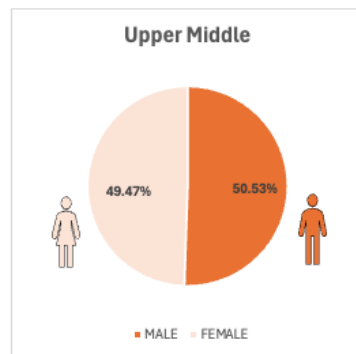
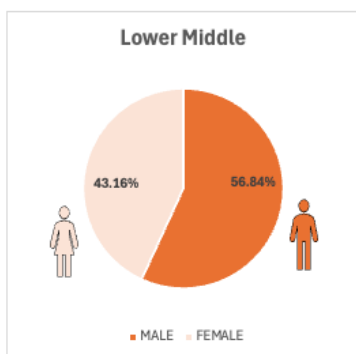
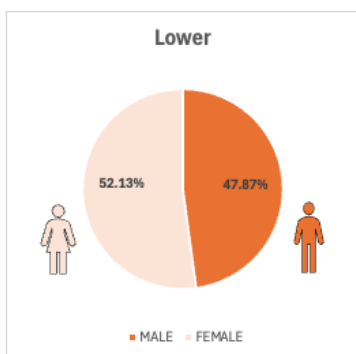
Average Female Pay: £13.02

National Average Mean Pay Gap: 13.10% (ONS 2024) - (Previous year 14.3% (ONS 2023)

Proportion of Males and Females in Pay Quartiles

This was calculated by ordering the hourly rate of pay from lowest to highest and group the workforce into four pay quartiles.

TOTAL NO. OF STAFF	FCSL	
	378	
	MALE	FEMALE
LOWER-NO: 94	45	49
	47.87%	52.13%
LOWER MIDDLE-NO:95	54	41
	56.84%	43.16%
UPPER MIDDLE- NO:95	48	47
	50.53%	49.47%
UPPER -NO:94	39	55
	41.49%	58.51%



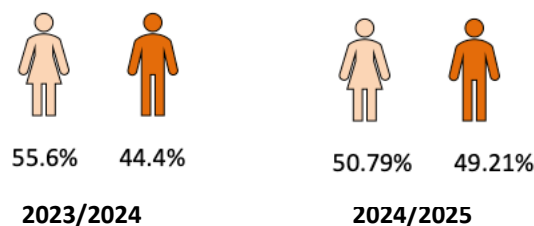
Analysis of Pay Gap Progression Over the Years

The Gender Pay Gap report published by Focus Care Supported Living for 2023/2024 shows the following data:

- **Mean Pay Gap for 2023/2024: -1.49%**
- **Median Pay Gap for 2023/2024: 0.00%**
- **Current Mean Pay Gap (year-on-year comparison): -1.72%**
- **Current Median Pay Gap (year-on-year comparison): 0.00%**

Analysis:

1. **Negative Mean Pay Gap:**
 - A **negative mean pay gap** indicates that, on average, **women are paid more than men**.
 - The shift from -1.49% to -1.72% suggests that this trend slightly **intensified** year-on-year.
2. **Zero Median Pay Gap:**
 - A **median pay gap of 0.00%** implies **equal pay** at the mid-point of the pay distribution—men and women earn the same at the median level.
 - This was consistent both in 2023/2024 and in the comparison period, showing **pay parity in the central band** of salaries.
3. **Year-on-Year Comparison:**
 - The **increase in the negative mean gap** (from -1.49% to -1.72%) may reflect:
 - Slight upward movement in women's average pay.
 - Or changes in workforce composition.



Conclusion:

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 is outperforming traditional gender pay expectations**. Consistent median equality is a **positive indicator** of equitable pay practices.

Results and Key Insights

Negative Mean Pay Gap

The average hourly rate for female employees is **1.72% higher than that of male employees**, resulting in a negative mean gender pay gap. This outcome reflects industry norms, where a predominantly female workforce is common within the care sector.

Key Influencing Factors and Organisational Initiatives

- **Role Distribution:**

The gender pay gap is partially shaped by role distribution. A higher number of women occupy roles traditionally associated with lower pay bands, such as support workers and administrative staff. However, women are also strongly represented in senior roles, including the Executive Team, demonstrating a balanced leadership structure.
- **Gender-Neutral Recruitment:**

Our hiring processes are entirely gender-blind, ensuring that all recruitment and promotion decisions are based solely on merit, competencies, and organisational fit.
- **Employee Engagement:**

A dedicated employee steering committee collaborates with the HR team to gather workforce feedback, address concerns, and promote a culture of transparency and inclusivity.

- **Professional Development:**
We invest in our people through structured development opportunities, such as the *Leadership and Management Framework*, designed to empower staff to grow and progress within the organisation.
- **Succession and Talent Planning:**
A structured and inclusive succession planning process ensures equal opportunities for career advancement. This approach has led to several successful internal promotions to leadership positions.
- **Understanding the Gap:**
The gender pay gap is influenced by factors such as occupational segregation and the prevalence of part-time work, particularly among female staff. These patterns are consistent with broader sector trends.
- **Regulatory Compliance:**
Focus Care Supported Living complies fully with all local and national requirements for gender pay gap reporting, in line with the Equality Act and related legislation.

Ongoing Commitments and Actions

- **Promoting Diversity and Inclusion:**
Continued efforts will be made to support a diverse and inclusive workplace through fair recruitment, promotion, and pay practices.
- **Policy Review:**
Pay policies and procedures will be regularly reviewed to ensure equity and transparency across all staff levels.
- **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.
- **Bonus pay gap** – we don't pay bonuses.
- **Annual Reporting and Review:**
Gender pay data will be reviewed annually to assess progress and inform future action plans.

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 FRED A – Fairness, Respect, Equality, Diversity and Autonomy.