



Gender Pay Gap Report 2025

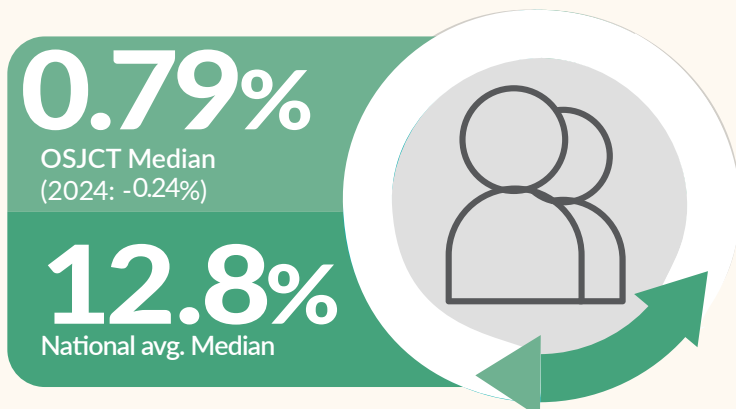
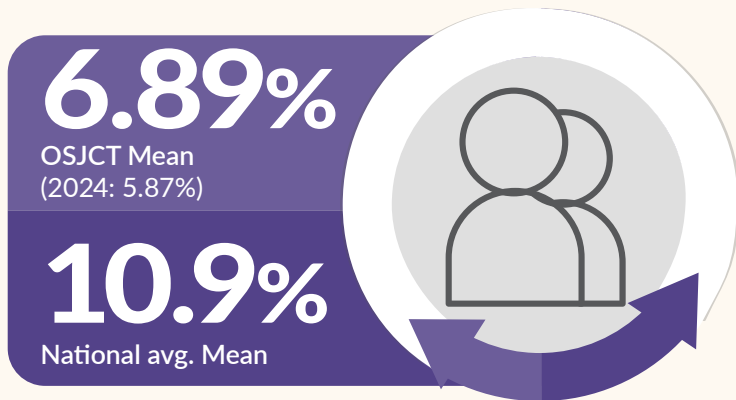
Overview of Trust and the Gender Pay Gap

The Orders of St John Care Trust (OSJCT) is a not-for-profit charitable Trust currently employing approximately 3,500 employees (including operational support) across 70 homes and Extra Care Housing schemes across Lincolnshire, Oxfordshire, Gloucestershire, Wiltshire, West Sussex, and Suffolk.

OSJCT delivers high quality dedicated person-centred care for the elderly including dementia, intermediate, respite, day care, and specialised nursing assisting more than 3,000 residents. The quality of its service has been accredited by the National Care Forum, through its "Quality First" framework.

Under the current legislation, employers with over 250 employees are required to publish data regarding the pay gap between male and female employees by the 4th of April each year. The gender pay gap is the difference in average pay between men and women in a workforce.

This report represents The Orders of St John Care Trust Gender Pay Gap as at **5 April 2025**.



Gender Pay Gap Figures

The key reportable figures of the Trust for the Gender Pay Gap are as follows:

i. Mean

Our findings show that there has been a slight increase in the mean gender pay gap from **5.87%** (2024) to **6.89%** (2025). We are however still significantly below the national average of **10.9%** (Gender Pay Gap Service 2025)

ii. Median

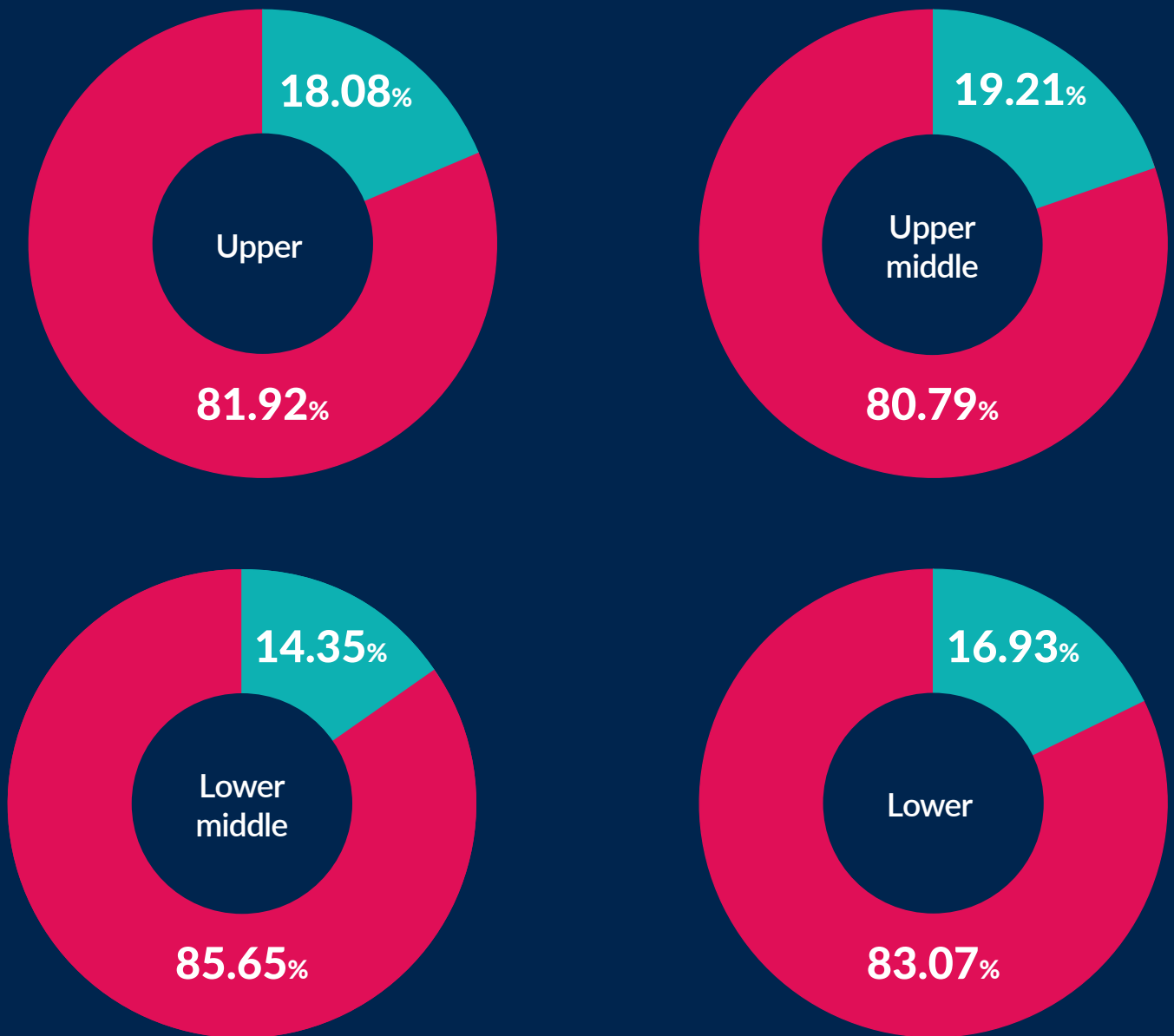
The national average median gender pay gap is **12.8%** (Office of National Statistics 2025) and at the Trust it is substantially lower at **0.79%**.

The median has been described as the best measure of the gender pay gap, as it is the median pay of the 'typical employee' compared to the mean which can include a diverse range of high and low percentiles and therefore not giving an accurate representation.

iii. Employee Pay by Quartile



The largest proportion of females are within the Lower Middle Quartile compared to the largest proportion of males being in the Upper Middle Quartile. We have however seen a slight increase in the proportion of females in the Upper Quartile which is positive.



iv. Bonus Pay

We continued to run an Incentive Scheme in 2024/25, awarding Home Managers and Area Operations Managers an annual payment based on specific targets. We also continued with a sales commission scheme which is based on achieving over and a target. The commission amount is the regardless of gender, as are the incentive payments, which are based on individual home targets. However, the gap is driven by the overall performance within a 12-month period and will therefore be variable year or year. In addition to this, we have paid a number of refer a friend bonuses.

- The mean BPG for the Trust is 22.24%. This is based on the following:
- A mean annual male bonus of £1,762.31
- A mean annual female bonus of £1,370.41
- Or an absolute difference of £391.90

Understanding our Gender Pay Gap

Even though we have seen a slight increase in the mean gender pay gap this year, the Trust has successfully narrowed the pay gaps over the past few years and we continue to be significantly lower than the mean national average of 10.9%.

Our workforce continues to be made up of significantly more female employees (83%) than male employees (17%), which is typical of the sector. We do however continue to have a good representation of females within senior roles and can see this with a slight increase to females in the Upper Quartile.

Actions

- Work is underway to develop a formal Pay and Reward Policy Framework to complement our existing job evaluation and benchmarking infrastructure. A broader Reward Strategy has also been identified as a strategic priority for 2026.
- We will continue to strengthen our commitment to equality of opportunity and the development of all employees through targeted investment in leadership, learning, and progression pathways.
- As part of our ongoing commitment to closing the gender pay gap, we will strengthen our recruitment framework to ensure equity and consistency at the point of hire.

Conclusion

The ethos of the Trust is based on a strong set of core values ensuring fairness across the board. We have an active equal opportunities policy from recruitment and selection, through training, development, appraisal, promotion, retirement, and the well-being of all employees. No person will be treated less favourably than another person involved with the Trust, in line with the nine protected characteristics in the Equality Act 2010.

We also equally support the fair treatment and reward of all employees irrespective of gender. This includes standard rates of pay for home-based roles and a structured approach to job evaluation and benchmarking for all roles in the Trust. We are therefore confident that men and women are paid equally for doing equivalent jobs across the Trust.

Although we are encouraged that our gender pay gap compares favourably nationally to other organisations, we are fully committed to improving our gender pay gap. We have therefore identified the areas which have contributed to our gender pay gap and the actions we will endeavour to take to further improve this.

Declaration

We confirm that the information and data reported are accurate.



Dan Hayes
Chief Executive



Tracey Wardle
Chief Financial Officer

