

2025 Gender Pay Gap Report

Outlook Care

Introduction

All employers with 250 or more employees are required to publish their gender pay gap data every year under legislation that came into force in April 2017. The data provided is for the snapshot date of 5 April 2025. Outlook Care also publish our gender pay gap data and a written statement on our website as well as on the government website through their gender pay gap reporting service.

How Does 2025 Compare?

1) Gender

Gender	5 th April 2025	5 th April 2024	5 th April 2023	5 th April 2022	5 th April 2021	5 th April 2020
Males in the workforce	104 (17%)	110 (18%)	107 (17%)	95 (17%)	108 (17%)	114 (18%)
Females in the workforce	494 (83%)	513 (82%)	535 (83%)	487 (83%)	512 (83%)	531 (82%)

The most recent [Skills for Care 2025 report on the Adult Social Care Workforce](#) estimates the gender split within adult social care to be 22% male and 78% female indicating that Outlook Care has fewer males than females in our workforce than the national average.

2) Gender Pay Gap

Gender Pay Gap	Difference	5 th April 2025	5 th April 2024	5 th April 2023	5 th April 2022	5 th April 2021	5 th April 2020
Mean gender pay gap	0.20% 	1.40%	1.20%	1.93%	7.78%	7.13%	5.47%
Median gender pay gap	1.19% 	0.95%	2.14%	4.21%	5.82%	2.19%	2.49%
Males receiving bonus	0	0	0	0	0	0	0
Females receiving bonus	0	0	0	0	0	0	0
Mean gender bonus gap	n/a	n/a	n/a	n/a	n/a	n/a	n/a
Median gender bonus gap	n/a	n/a	n/a	n/a	n/a	n/a	n/a

Outlook Care continue to have a very small gender pay gap meaning pay levels are close to parity and there is no evidence of a material, organisation-wide pay gap based on gender.

- The mean gender pay gap is the difference between the average hourly earnings of men and women. Our data shows we continue to have a very small mean gender pay gap of 0.20%.
- The median pay gap is the difference between the midpoints in the ranges of hourly earnings of men and women. It takes all salaries in the sample, lines them up in order from lowest to highest, and picks the middle salary. Our median gender pay gap is 0.95% which is a further decrease from 2024.
- Outlook Care do not pay bonuses, so no gender bonus gap applies.

We continue to have a small gender pay gap driven by the fact that the proportion of men in higher-paid roles is greater than the proportion of men in lower-paid roles, which is a continuing nationwide trend, however Outlook Care remain committed to ensure there is an excellent representation of women at all levels in our workforce.

3) 2025 Results – Pay Quartiles and Context

Quartile	Male % 2025	Female % 2025	Male % 2024	Female % 2024	Male % 2023	Female % 2023	Male % 2022	Female % 2022
Upper Quartile	20%	80%	20%	80%	20%	80%	26%	74%
Upper Middle Quartile	15%	85%	17%	83%	19%	81%	11%	89%
Lower Middle Quartile	13%	87%	10%	90%	15%	85%	11%	89%
Lower Quartile	16%	84%	23%	77%	19%	81%	18%	82%

4) Next Steps

Maintaining Equal and Fair Pay

We will continue to ensure that all employees are treated equally and fairly and receive the same rate of pay for the same or similar work. Our approach includes ongoing monitoring of pay structures to ensure that equivalent roles receive consistent pay and ensuring that any pay adjustments (such as market uplifts or progression increases) are applied consistently and objectively.

Strengthening Our Equality, Diversity & Inclusion Framework

This will be delivered through developing our long-term vision for creating an inclusive workplace, and through our Equality policy ensuring we are compliant, fair, and proactive in addressing barriers within the workplace.

Supporting Flexible and Hybrid Working

We continue to support flexible working arrangements wherever roles allow, helping employees achieve a positive work-life balance supported by technology and digital tools to enable effective hybrid working, collaboration, and accessibility.

Ongoing Collaboration With our Workforce and Trade Unions

We continue to work constructively with recognised trade unions through our Joint Negotiating Committee, ensuring that employee voices are represented in decision-making and opportunities to support fair pay, progression, and equality are shared. JNC and workforce feedback continues to inform how we reduce any remaining elements of the gender pay gap.

Fair, Transparent and Unbiased Recruitment

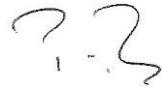
To ensure our recruitment processes remain objective, inclusive, and equitable, we will continue to, use panel interviews for all positions to broaden perspectives and minimise individual bias, incorporating skills-based assessments to evaluate candidates' abilities in a balanced and consistent way. In this way Outlook Care supports fair hiring decisions and help ensure we select the best talent while promoting diversity across all levels of the organisation.

Continued Monitoring and Review

To maintain progress, we will continue to analyse gender representation and pay data at regular intervals and prepare for the requirements to publish annual gender equality action plans as part of the Employment Rights Bill.

I, Piotr Rejek, Chief Executive, confirm that the information in this statement is accurate.

Signed:



Date: 05/01/2026