

Carr Gomm
Gender Pay Gap Report
2025/26

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1. Foreword

Our commitment to equality is firmly rooted in our organisational values and obligation to strive towards social justice. This approach underpins both the person-centred support we provide and how we treat one another as colleagues. Fairness, transparency, and opportunity are all essential to creating a workplace where everyone can thrive.

This 2025/26 Gender Pay Gap Report demonstrates our commitment to equality: as of 5 April 2025, our mean gap is -1.1% and the median gap is -2.9%. This means that women's average earnings are very slightly higher than men's, reflecting our structured pay scales, clear career development opportunities, and commitment to paying colleagues based on role, qualification, and experience.

However, our focus extends beyond compliance. Gender pay reporting provides an opportunity to reflect on the structural and cultural factors that influence opportunity. We remain committed to fostering inclusive leadership, supporting career development, and advocating for Fair Work throughout the social care sector.

Equality is not an outcome but an ongoing responsibility — one we actively embrace in pursuit of a fairer society for us all.

Andrew Thomson



Chief Executive

2. Gender Pay Gap and Equal Pay

As Carr Gomm has over 250 employees, it is a requirement under Government Regulations to publish details of the Gender Pay Gap (GPG). This data is depicted as a snapshot of all colleagues at the end of Q4 2025/26. For the purposes of this report, the snapshot encapsulates data from colleagues employed at Carr Gomm on 05 April 2025.

The differences between Gender Pay Gap and Equal Pay are imperative when understanding the GPG analysis. By analysing the GPG, the difference in average earnings between women and men can be examined as collective entities of data. It is important to understand the key influences on the gender pay gap during analysis to show that the gender pay gap is a direct outcome of economic, cultural, societal and educational factors¹:

1. Unpaid caring responsibilities²
2. Part-time working
3. Differences in human capital
4. Occupational segregation
5. Undervaluing of women's work
6. Pay discrimination

“*Equal pay for equal jobs*” is a legal requirement under the *Equality Act 2010* where it is unlawful to pay men and women differently for “*like work*” – this is work which is rated as equivalent, or work of an equal value. It applies to all contractual terms, including bonuses, overtime, and benefits.

Reporting remains important for the following reasons:

1. Transparency and accountability
2. Driving action and strategy
3. Organisational benefits
4. Economic impact
5. Legal and compliance

¹ Causes of the Gender Pay Gap 2024 - [https://www.cipd.org/uk/knowledge/guides/what-is-the-gender-pay-gap/#:~:text=The%20gender%20pay%20gap%20is%20a%20measure%20of%20labour%20market,gap%20can%20be%20expressed%20as:](https://www.cipd.org/uk/knowledge/guides/what-is-the-gender-pay-gap/#:~:text=The%20gender%20pay%20gap%20is%20a%20measure%20of%20labour%20market,gap%20can%20be%20expressed%20as;)
² A survey carried out by Carers UK in 2022 found that 80% of carers are women - <https://www.carersuk.org/reports/state-of-caring-2022-report/>

3. Summary of Data

3.1 Gender Pay Gap

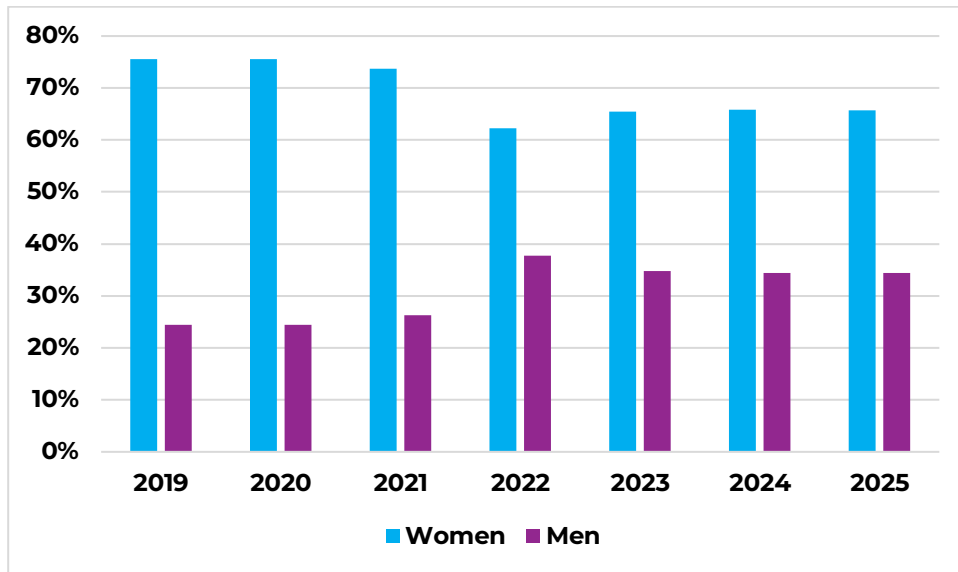
The data below depicts a “snapshot” of Carr Gomm employees, who were employed on 05 April 2025, as a representation of the start of Q1 figures.

Carr Gomm comprises of 813 women and 308 men, with 333 women and 176 men qualifying as ‘total relevant employees’ (full-time employees) as outlined by the Government Equalities Office (see table 1). This means that Carr Gomm’s workforce is 72.5% women and 27.5% male, whilst full-time employees equate to 65.7% women and 34.3% men. There are no significant changes to the percentages when compared to the 2024/25 GPG report, although it is interesting to note that a trend across years show the percentage gap between men and women (both total workforce, and total relevant employees) continues to close (see graph 1).

The woman: man ratio equates at 1:0.37; per each colleague who identifies as a woman, Carr Gomm has 0.37 colleagues who identify as a man. Whilst the total relevant employee, woman: man ratio equates to 1:0.53. We can note here that a higher percentage of women remain in part-time, or relief roles compared to men. There are no changes to the ratios when compared to 2024/25 resulting in a trend from previous years.

	Total Employees April 2025		Total Relevant Employees April 2025	
Women	813	72.5%	333	65.7%
Men	308	27.5%	174	34.3%
Organisation Total	1121		507	

Table 1. Comparison of gender across Carr Gomm



Graph 1. Comparison of gender split of all relevant employees across 2022 - 2025

The analysis shows that Carr Gomm’s mean gender pay gap is –1.1%, while the median gender pay gap is –2.9%, based on total relevant employees. These figures indicate that Carr Gomm’s gender pay gap is statistically insignificant and close to 0%. The GPG is expressed as a percentage of male colleagues’ earnings (see table 2) and therefore the gap is shown as a minus. As a result, women’s mean hourly rate is 1.1% higher than men’s hourly rate. As noted across previous years, the gap is closing as it has reduced by 2% from 2024/25. When broken down further, looking at mean hourly wages, women earn £1 for every £0.99 that men earn. This is likely due to several reasons, mainly:

- Carr Gomm has more women in management positions, when comparing to the gender split, thus receiving a higher salary (66% of relevant employees, and 72% of total employees within a management position are women)
- Carr Gomm’s practitioners are paid on a scale (SP1, SP2 and SP3) which is a result of qualification (SVQ) and experience within the care sector, more women than men are on the SP2 and SP3 scales.

Mean hourly rate for men is 1.09% lower than the hourly rate for women, compared to the median hourly rate for men is 2.78% lower than the hourly rate for women.

This means that, when comparing both mean and median hourly rates, women earn more than men (see table 4).

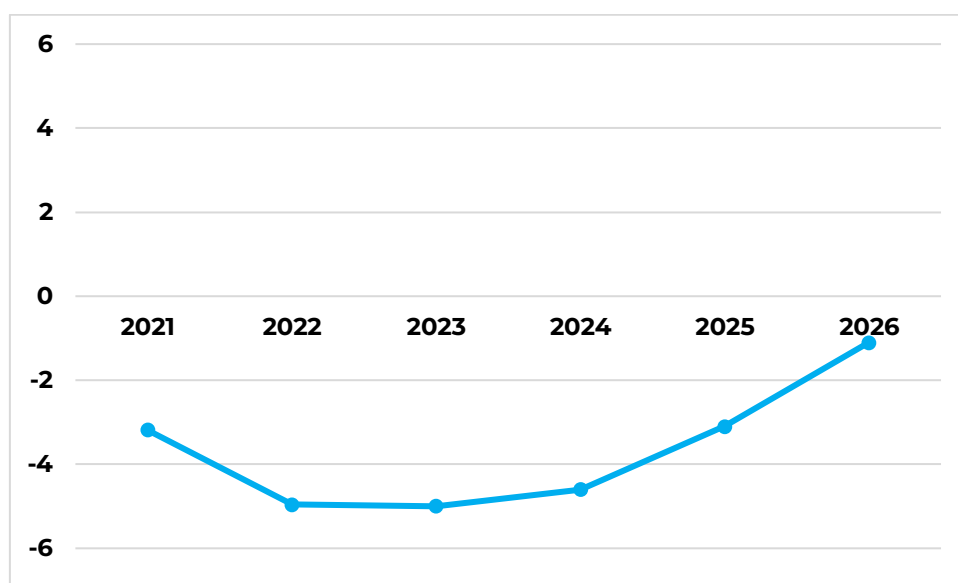
<u>FT Women Mean Pay</u>	<u>£14.63</u>	<u>FT Mean Gender Pay Gap</u>	<u>-1.1%</u>
<u>FT Men Mean Pay</u>	<u>£14.47</u>		
<u>FT Women Median Pay</u>	<u>£13.67</u>	<u>FT Median Gender Pay Gap</u>	<u>-2.9%</u>
<u>FT Men Median Pay</u>	<u>£13.29</u>		

Table 2. Comparison of mean and median gender pay gap 2025/26

Extending beyond the *median* and *mean* hourly pay, it is important to note overall *median* and *mean* salaries when compared to full-time employees, or *total relevant employees* (see table 2), by gender.

2025/2026	Full-Time Women	Full-Time Men	Full-Time Total
<i>Median Salary (£)</i>	26,737.63	25,980.90	25,980.90
<i>Mean Salary (£)</i>	28,616.56	28,299.01	28,506.52

Table 3. Comparison of mean and median annual salary of total 'relevant' employees 2025/26



Graph 2. Comparison of GPG across reporting years 2020 - 2026

The GPG has continued to close organically over the years (see graph 2).

3.2 Gender Bonus Gap

Carr Gomm does not offer a bonus system, or additional management allowances. Therefore, there is no data to depict the difference between the full time equivalent average bonuses of men and women.

3.3 Quartiles

When analysing the data, it is vital to fully understand any disproportionate differences in pay when observing pay quartiles (see table 4 and table 5). The table below highlights gender population by quartile, when observing Carr Gomm's organisational pay structure.

	Quartile Gender Population (total relevant employees) 2025/2026				Population Total
	Women		Men		
All	333	65.7%	174	34.3%	507
Upper Quartile	90	71.4%	36	28.6%	126
Upper Middle Quartile	85	66.9%	42	33.1%	127
Lower Middle Quartile	81	63.8%	46	36.2%	127
Lower Quartile	77	60.6%	50	39.4%	127

Table 4. Gender comparisons of quartile pay brackets for total relevant employees – 2025/26

	Quartile Gender Population (total Carr Gomm employees) 2025/2026				Population Total
	Women		Men		
All	833	73.1%	307	26.9%	1140
Upper Quartile	215	75.4%	70	24.6%	285
Upper Middle Quartile	215	75.4%	70	24.6%	285
Lower Middle Quartile	204	71.6%	81	28.4%	285
Lower Quartile	199	69.8%	86	30.2%	285

Table 5. Gender comparisons of quartile pay brackets for all employees – 2025/26

3.4 Comparisons; National and Industry

When comparing Carr Gomm's gender pay gap with national and sector-wide trends, several observations can be drawn from the Office for National Statistics (ONS) and wider industry data.

Across the UK, the most recent ONS figures (2024/25 reporting year) show a national gender pay gap of 6.9%, continuing a long-term downward trend over the past decade. For full-time workers in "care, leisure and other services," 73% identify as women, compared to 63% within Carr Gomm. Nationally, women represent 36% of full-time managers, directors, and senior officials, while at Carr Gomm 68% of full-time colleagues in these roles are women. At the time of reporting, four of seven Executive positions were held by women.

In Scotland, the gender pay gap remains lower than the UK average. The gap for 2025 is 3.5%, compared with the UK's 6.9%. Although Scotland's gap widened from 1.4% in 2023 to 2.2% in 2024, it continues to perform comparatively well. Between 2022 and 2023, Scotland also recorded the largest decrease in women-led companies across the Home Nations. During the reporting period, Carr Gomm's Chief Executive was a woman, further reflecting strong representation of women in senior roles.

Sector-specific salary comparisons also demonstrate that Carr Gomm remains competitive. Full-time care workers and home carers in commissioned services earn a national median salary of £27,468 per year. Carr Gomm's average full-time salary of £28,506.52 exceeds this benchmark. Commissioned service pay is heavily influenced by local authority rates, typically £12.50–£14.50 per hour, and shaped by the Scottish Government's Adult Social Care Wage, set at £12.60 per hour in 2025.

Carr Gomm's frontline Support Practitioners earned between £25,224 and £26,737 per annum (pro rata) as of April 2025, with hourly rates ranging from £12.90 to £13.67, depending on qualification and experience. These pay levels are determined by objective criteria and not by gender. The distribution of women

and men across SP1, SP2 and SP3 aligns closely with organisational gender composition, as outlined in Table 6.

Increment	Women		Men		Total	
SP1 - £12.90 p/h	128	61.2%	81	38.8%	209	52.9%
SP2 - £13.29 p/h	24	66.6%	12	33.3%	36	9.1%
SP3 - £13.67 p/h	102	68.0%	48	32.0%	150	38.0%

Table 6. Gender comparisons of incremental pay for full-time Practitioners – 2025/26

In conclusion, women make up the majority of Support Practitioners across all pay increments, reflecting the overall gender composition of the organisation. The distribution of men and women across SP1, SP2 and SP3 is consistent with objective, qualification-based progression, with no indication of gender-driven disparities.

4. Additional Commentary

The GPG is calculated using full-time employee data (excluding overtime).

GPG is a measurement of percentage difference between men and women's median hourly earnings across the organisation – not a measure of the difference in pay between men and women doing the same job.

The quartile figures demonstrate that we have more women than men across all four quartiles and this can perhaps be explained due to the sector that we are in and the prevalence of women in roles across the board. When shown as a percentage, gender split is mostly consistent.

Carr Gomm is committed to equality as demonstrated by our pay policies which ensure that we pay employees equally for the same or equivalent work regardless of their sex (or any other protected characteristic as defined in the Equality Act 2010). However, the gender pay gap exercise is not just about equal pay, but it is also about the commitment to making sure that any cultural and structural inequalities, which can exist in organisations, are identified, and addressed.

5. Actions

Whilst Carr Gomm shows a Gender Pay Gap of -1.1%, this figure has decreased since 2024/25 report by 2%. Women continue to be paid more per hour than men but the hourly rate for men has increased at a quicker rate and as a result has closed the difference. Although Carr Gomm are either in line, or significantly above average regarding the statistics provided by the ONS, there remains a gap. This can be attributed to several factors, including:

- The workforce is predominantly women which means that the greater number of qualified workers are women who as a result will be receiving an enhanced pay rate.
- In Carr Gomm, there are 42 full-time women in “*management*” positions from service manager to chief executive, compared to 21 full-time men.

Carr Gomm’s aim is to create, promote and encourage equality so that the *mean* percentage difference remains at, statically, 0%. The strategies in place have proven to do so given the continuous change since the 2024/2025 report. Carr Gomm will continue to review processes and practices to ensure that we remain inclusive, including:

- Identifying and reporting on nationality and ethnicity data to identify the effects of these factors on the Gender Pay Gap, and what measures can be implemented to reduce any negative effects.
- Identify any gender specific benefits to highlight the benefits of these; for example, encourage shared parental leave and review family leave entitlement.
- Continuing to offer opportunities for career development and progression
- Continue to encourage individuals to obtain an SVQ, in line with SSSC registration, to increase hourly rates.
- Continue to remain transparent regarding wages and salaries.
- Continue to advocate for fair work within the Health and Social Care Sector.