



24th March 2026

Gender Pay Gap - Statement

As Oakland Opco B Limited employs more than 250 people, we are required by law to publish an annual gender pay gap report in accordance with the equality act 2010 (gender pay gap information) regulations 2017. This report shows the difference in average female earnings compared to average male earnings.

The gender pay gap looks at the difference in the average pay of men and women in an organisation. This is different from equal pay which is where men and women are paid the same pay for the same work.

As of March 2025, the average difference in pay was 7.96% between men and women which means that the average salary for men was 7.96% higher than the average salary for women. These figures are calculated from a staff population that is 24% male and 76% female.

The data shows Oakland Opco B Limited has maintained its gender pay gap at the reporting date of April 2025 compared to figures reported for April 2024 (7.48%) and continues to trend lower than the UK average. When comparing to the prior year's data, readers should note that direct comparisons cannot be made as the company has grown significantly in the past 12 months and as a result, the number of employees in this report is much higher than the prior year.

Company position

The company operates mainly within the Southeast in an increasingly competitive sector where what we pay is often influenced by other providers in the care sector, organisations outside of our sector and the complexity and/or demand for the specific role.

We have more women than men in frontline roles for example within housekeeping and care worker roles, where salaries are often lower.

Equality of Pay

We pay people based on their skills, experience and qualifications rather than their gender.

We are fully committed to being a diverse and inclusive workplace and we firmly believe it drives the success of our employees, and we wouldn't want to operate in any other way.

We will continue to explore areas within our operations to make sure that what we pay our staff is proportionate to the complexity of each role and in line with our values and objectives. We are committed to making sure that our approach to how we reward our staff continues to focus on roles and not people.

We value the diversity, expertise and passionate commitment of all our staff. The difference in pay between male and female workers is reflective of how women and men are spread throughout the organisation and does not indicate that men and women doing the same work are paid differently.

Oakland Opco B's Gender Pay Gap

Set out below is Oakland Op Co B's gender pay gap for the snapshot date of March 2025. Note the bonus gap figures include performance related commission paid to client relationship managers as part of their normal role.

1. The **mean gender pay gap** is 7.96%
2. The **median gender pay gap** is 18.07%
3. The **mean gender bonus gap** is -63.07%
4. The **median gender bonus gap** is -1.97%
5. The percentage of:
 - o **male employees** receiving a bonus is 3.85%
 - o **female employees** receiving a bonus is 1.23%
6. The percentage of males and females in each pay quartile band is:

Band	Description	Male	Female
A	Includes all employees whose standard hourly rate places them in the lower quartile	5.1%	94.9%
B	Includes all employees whose standard hourly rate places them in the lower middle quartile.	18.9%	81.1%
C	Includes all employees whose standard hourly rate places them in the upper middle quartile	37.9%	62.1%
D	Includes all employees whose standard hourly rate places them in the upper quartile	30.8%	69.2%
All Bands	All employees	24.3%	75.7%

Actions to address the Gender Pay Gap:

Set out below are actions we will take to address our gender pay gap:

- Embed and monitor the operation of our talent management process, particularly for frontline roles where there is a higher concentration of female workers.
- Embed a values-based approach to recruitment
- Implement actions developed as a response to our latest employee engagement survey
- Embed the reward and recognition framework

I, Joanne Balmer, Chief Executive Officer, confirm that the information in this statement is accurate.

Signed:



Date: 24th March 2026