

Reporting Statement

# Gender Pay Gap Report

2025



**equilibrium**  
healthcare

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## Director's Statement

At Equilibrium Healthcare, we're dedicated to fostering a workplace where everyone feels respected, supported, and has equal opportunities to develop and succeed.

Transparency plays a vital role in driving progress, and we are pleased to share this year's Gender Pay Gap Report.

While this report reflects the progress we have made, it also highlights areas where we can improve further. We understand that achieving true equity goes beyond figures, it's about creating an environment where talent, commitment, and ambition are recognized and rewarded fairly, regardless of gender.

We are actively working to reduce our gender pay gap further, including enhancing career progression opportunities, reviewing our recruitment practices, and ensuring equal access to development for all employees.

Our commitment to fairness goes beyond compliance; it is fundamental to our values and the way we operate.

We remain focused on building a diverse and inclusive culture where everyone can thrive. This report represents an important step in our journey, and we will continue striving for meaningful, long-term change.

Milo Keely  
Commercial Director



**-1.6%**  
Mean gender pay

### 2024

Upper hourly pay quarter

Men

32.2%

Women

67.8%

Upper middle hourly pay quarter

23.3%

76.7%

Lower middle hourly pay quarter

27.1%

72.9%

Lower hourly pay quarter

28.3%

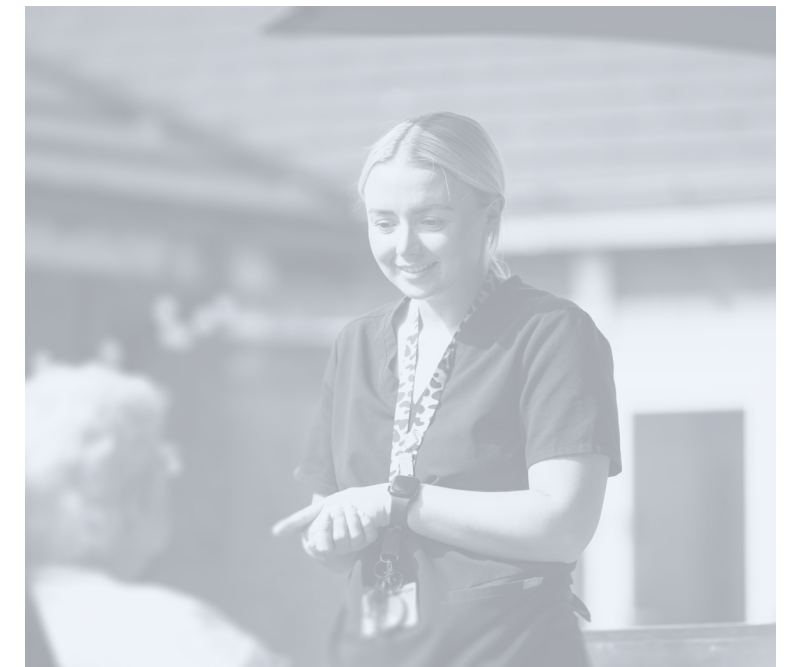
71.7%

# Pay Gap

The median compares the hourly pay of the middle-ranking man and woman, while the mean looks at the overall average hourly pay for men and women.

Our mean gender pay gap is -1.6%. Last year, our mean Pay Gap was 1.3%. We are delighted that we have reduced the Gender Pay Gap significantly in 12 months. We are now below 0% and maintain our commitment to reduce gender inequality.

Our median gender pay gap is still 0% – something we're incredibly proud of. It means that when we compare the middle point of earnings between men and women in our organisation, there's no difference.

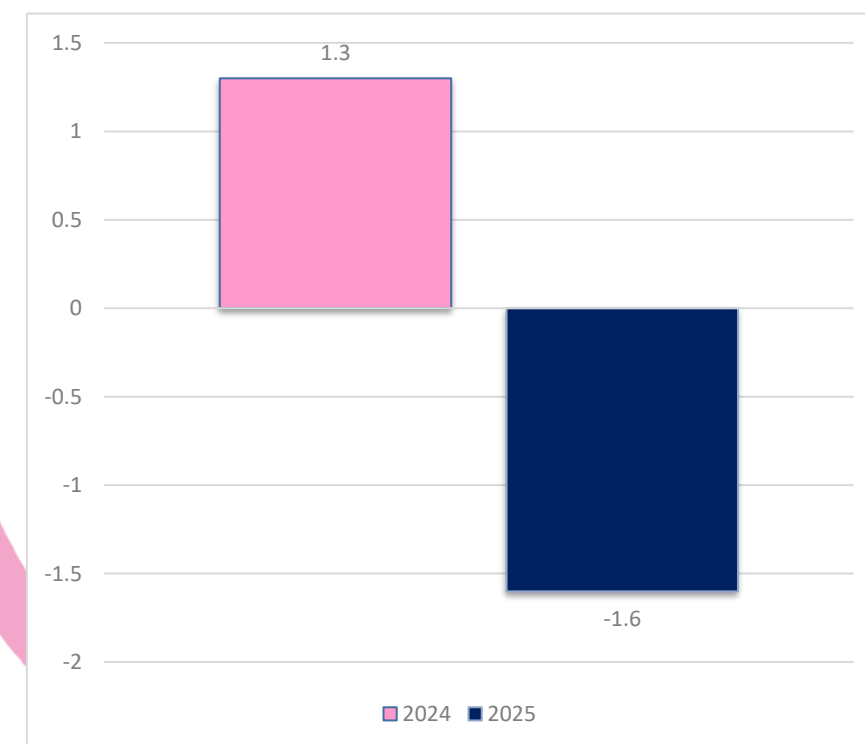


## Pay Gap Commentary

Our latest data shows the difference in average pay between men and women across our organisation.

While the gender pay gap isn't the same as equal pay (which means men and women doing the same job are paid equally), it does highlight any imbalance in representation at different levels.

Over the last 12 months, we have reduced the mean Gender Pay Gap to below 0%, something we are very proud of. We remain committed to ensuring women have the same opportunities, support, and training as men within Equilibrium, reducing barriers within our organisation, allowing our staff thrive regardless of their sex.

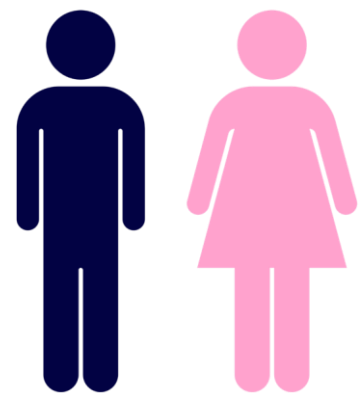


# Bonus Pay Gap



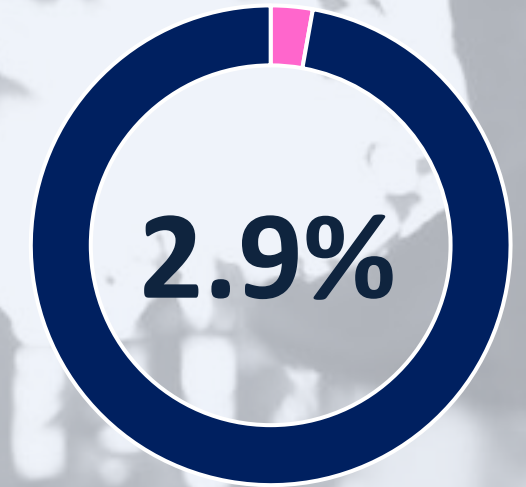
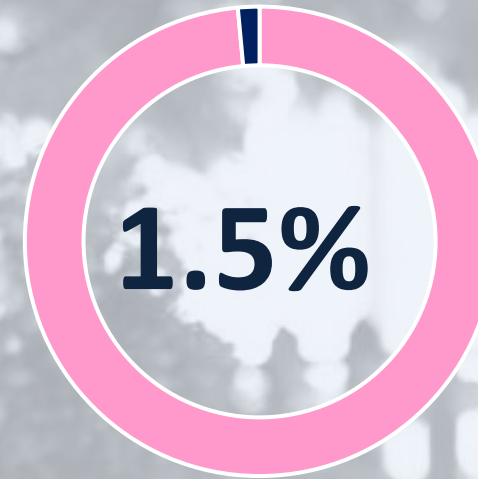
**Our mean gender bonus gap remains at -204%, meaning that, on average women in our organisation receive more bonuses than men.**

While this gap is in favour of women, our focus remains on fairness. We want to ensure that bonuses are awarded consistently, across all roles, regardless of gender. As we continue to grow, we'll keep reviewing our approach to ensure equal opportunities for everyone.

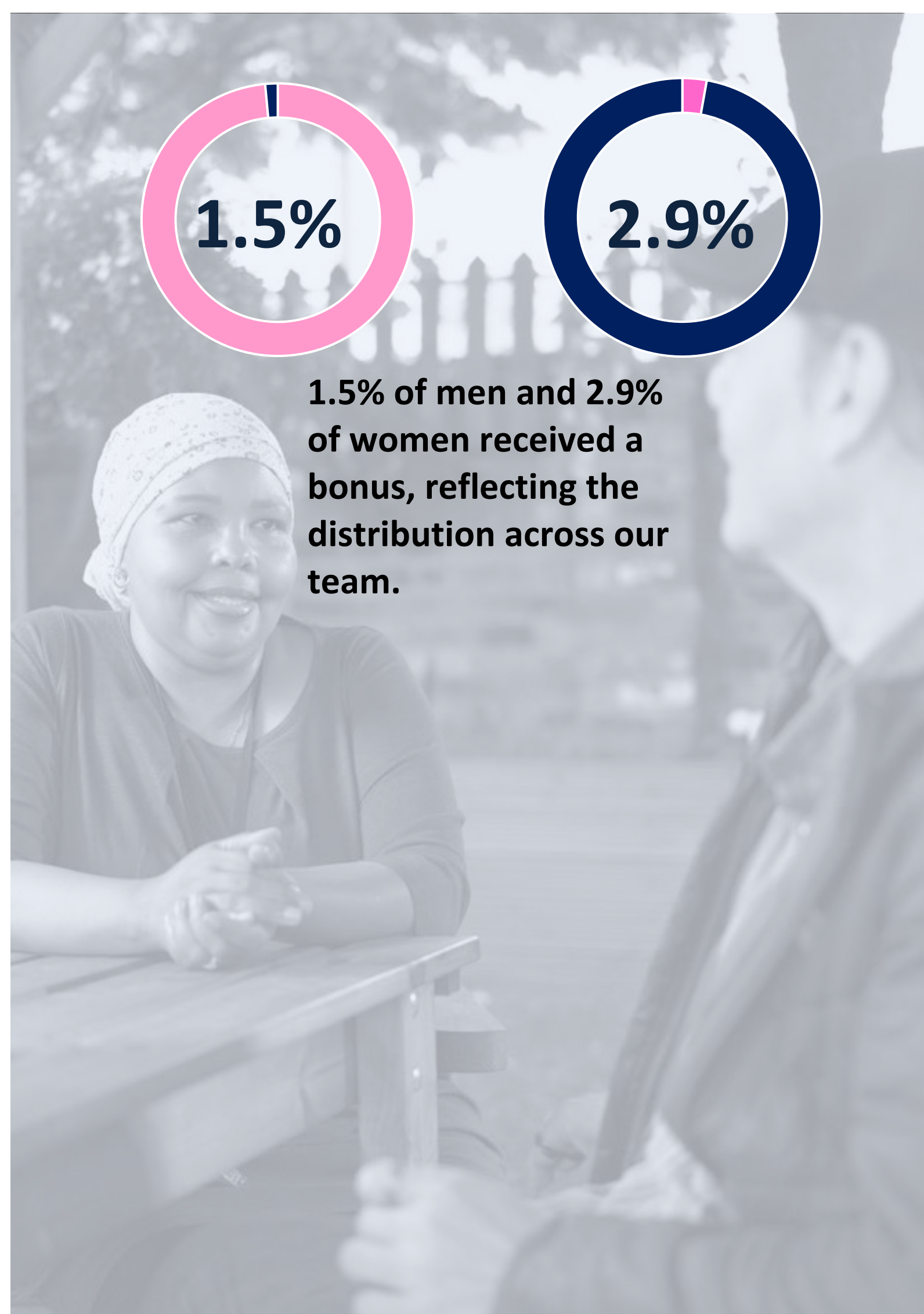


**Our median gender bonus gap remains at -100%, which means that, at the mid-point, women in our organisation receive more bonuses than men.**

This is consistent with broader industry trends, where women are more represented across our workforce. While this figure highlights the gender distribution in bonus-eligible roles, we're focused on providing equal opportunities for everyone to access bonuses based on merit and contribution, regardless of gender.



**1.5% of men and 2.9% of women received a bonus, reflecting the distribution across our team.**



## Quick wins

- We'll be looking to increase our training provision with a new provider, looking at more engaging ways of delivering EDI training.
- We've improved our methods of reporting inequality within EHC, making it more accessible to staff to raise concerns.
- Hourly rates of pay for staff are considered according to role and responsibilities rather than gender.
- We are looking to introduce a banding pay system for Nurses, making progression transparent for all.



## Our commitment to closing the Gender Pay Gap moving into 2026

Before we look forward to the year ahead, we need to acknowledge and celebrate the achievements we have made so far. We have made significant improvements in reducing the Gender Pay Gap and therefore inequalities in our workplace.

Our current Gender Pay Gap is -1.6%, compared with the average fulltime employee in the UK in April 2025, which was 6.9% according to the Office for National Statistics, this shows how ahead we are compared to the national average. This is something we should be very proud of as a company and echoes our passion for equality within the workplace. We remain committed to ensuring that everyone, regardless of gender, has equal opportunities to succeed. We'll continue to work hard together, having open conversations around pay, and taking action where needed.

We believe that everyone should be rewarded fairly for their contributions, and that includes ensuring bonuses are distributed based on merit, not gender. Creating an inclusive environment means providing equal opportunities for all to benefit from bonuses and rewards, regardless of gender. Having seen how far we have come in a year, we're excited to approach the next year together to see how we can improve.

**Lucy Gianferrari**  
**HR Business Partner**

### 2025

Upper hourly pay quarter

Upper middle hourly pay quarter

Lower middle hourly pay quarter

Lower hourly pay quarter

	Men	Women
Upper hourly pay quarter	23.7%	76.3%
Upper middle hourly pay quarter	23.3%	76.7%
Lower middle hourly pay quarter	33.3%	66.7%
Lower hourly pay quarter	31.7%	68.3%

At Equilibrium Healthcare, we're proud to be a leading residential care provider in Greater Manchester, delivering high-quality support with compassion and expertise.

Our dedicated team is committed to transforming care and creating inclusive environments where everyone can thrive.