

Our Gender Pay Gap figures have been calculated in line with the regulations set out in the gender pay gap reporting legislation. I confirm that these figures have been verified and are accurate.

Matthew Adams – Finance Director

Gender Pay Reporting

Sanders Senior Living Ltd as employers in the UK with 250 or more employees are required to report gender pay gap information based on the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.

The Gender Pay Gap looks at the difference in the average earnings received by male and female employees, irrespective of their role or seniority. It is therefore distinct from equal pay, which compares men and women carrying out equivalent work.

We are confident that men and women are paid equally for doing the same job. However, variances may arise where there are a greater proportion of men, or women, in senior executive positions which creates a gender pay gap.

The statistics reported below are based on a snapshot of data taken on 5th April 2025.

Mean and Median Gender Pay Gap

The mean pay gap is the difference between average hourly pay of men and women. The median pay gap is the difference between the midpoints in the ranges of hourly pay of men and women. It takes all earnings in the sample, lines them up in order from lowest to highest and picks out the middle earnings.

	Mean	Median
Gender Pay Gap	5.6%	1.7%

The main reasons underlying our mean and median gender pay gaps are that there are more women than men in our lower paid roles and at all leadership levels in Sanders Senior Living. The company has a reported a higher proportion of male employees in the upper quartile in senior roles than in lower quartiles.

Mean and Median Gender Bonus Gap

	Mean	Median
Bonus Gap	-132.1%	0%

There is no gap on the median bonus paid. The mean is negative due to there being a higher percentage of female employees in the upper quartile within the company that have received higher performance-related bonuses.

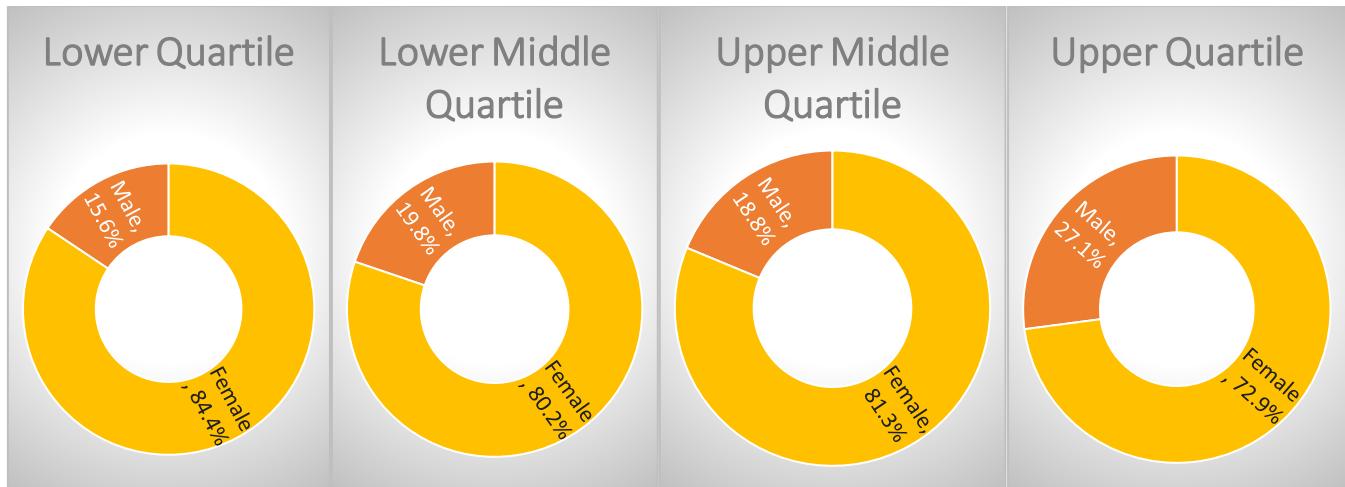
Proportion of employees receiving bonuses

The difference between the proportion of men and women receiving bonuses is not significant. Staff were rewarded with retail vouchers in the year which is included as a bonus for the purposes of this calculation.

	Men	Women
Proportion receiving bonus payment	71.8%	67.4%

Proportion of Males and Females in Pay Quartiles

The pie charts set out below show the gender split when we order hourly rate of pay from highest to lowest and group the workforce into four equal pay quartiles.



In line with other care home providers, a significant proportion of the workforce is female throughout all four quartiles.

How we are addressing the gender pay gap

Sanders Senior Living as an organisation, remain committed to diversity and inclusion and we have therefore developed the following initiatives to try to increase gender diversity further:

- Evolving senior executive recruitment processes to ensure diverse talent is identified
- Developing a new talent management strategy of which diversity will form a part
- Reviewing and developing diversity and inclusion policies and practices
- Reviewing and benchmarking pay and bonuses to ensure equal pay
- Analysis of exit interview data for underlying trends of reasons for leaving which can then be addressed
- We will continue to scrutinise our gender pay gap and explore ways to improve.