

## Ultimate Care Limited – Gender Pay Gap Report

At We Care Group and across all of our homes, we are proud of our diverse workforce, and are committed to ensuring that all our employees are treated equally and that everyone has the same opportunities for recognition, reward and career development.

We have 10 legal entities but currently only report on Flightcare Limited and Ultimate Care Limited given they are above the threshold for reporting, although, we are committed to promoting equality across all of our business.

This report presents the results of the gender pay gap analysis for Ultimate Care Limited. It summarises hourly pay and bonus pay differences between men and women, using the data provided for the latest reporting period – April to May 2025.

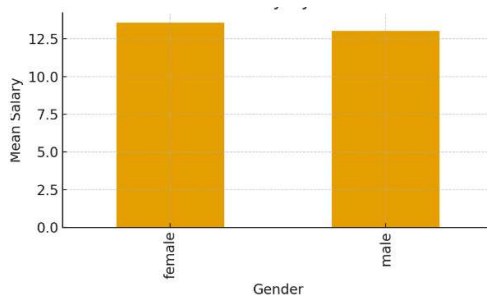
### Key Results:

- We had a total of 332 employees in the data set, 257 female and 75 male.
- Mean hourly pay gap: -1.86%
- Mean bonus pay gap: -100%
- Percentage of men and women receiving a bonus: 0% men and 11.2% women
- Lower pay quartile: 0% men and 100% women
- Lower middle pay quartile: 0% men and 100% women
- Upper middle pay quartile: 68% men and 32% women
- Upper pay quartile: 21% men and 79% women

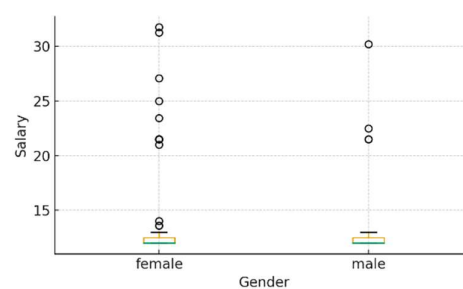
### Interpretation of Results:

The gender pay gap analysis shows no meaningful pay disparity between men and women. Women slightly outperform men in mean pay (+1.86%), while median pay is equal. These results suggest that pay practices are equitable across genders. Our gender pay gap may be caused by our industry attracting predominantly a female workforce.

**Chart 1: Mean Salary by Gender**



**Chart 2: Salary Distribution by Gender**



### Our Actions:

1. Review role-level and grade-level pay to confirm equality within comparable positions.
2. Analyse full-time/part-time status to ensure fairness in working patterns.
3. Continue annual monitoring and publication of gender pay gap metrics.
4. Communicate findings internally and link results to diversity and inclusion strategies.