



Gender Pay Gap Report 2025

Our gender pay reporting to April 2025

This report provides aggregated gender pay data across all group companies, in addition to our regulatory requirements.

We believe this approach represents our wider employee population and helps us to understand pay and diversity across our entire organisation.

Separate disclosures by the three entities required to report are detailed within this report.

All figures in this report relate to a snapshot of pay gap data at McCarthy Stone, as correct on 5th April 2025, and the 12 months prior to that for the bonus gap.



“McCarthy Stone aspires to be an inclusive organisation, valuing diversity and embracing the unique perspectives that enhance how we work”

**Joan Buszewska,
Chief People & Information Officer**

Summary and Current Actions

For McCarthy Stone, creating a fully inclusive workplace continues to be an organisational priority

- ✓ The mean pay gap has reduced in 2025 (42.1% in 2025 Vs 47.2% in 2024)
- ✓ The mean bonus gap has reduced in 2025 (60.3% Vs 90.8% in 2024)
- ✓ Hybrid working continues to be available to everyone in roles where this is possible and we continue to champion flexible working to support a work life balance
- ✓ We have recruited more females into senior management roles and continues to be a focus
- ✓ We continue to focus on our recruitment activities, creating an EVP and social media campaign to attract a diverse workforce
- ✓ We continue to look at ways to attract more males into our front-line roles and more females in construction roles

Background to gender pay reporting

The gender pay gap legislation requires all companies with more than 250 employees to report their data against six key metrics:

- Mean hourly gender pay gap
- Median hourly gender pay gap
- Mean gender bonus gap
- Median gender bonus gap
- Proportion of male and female employees who received a bonus
- Proportion of male and female employees in quartile pay bands

Equal pay

Equal pay means that men and women performing equal work should receive equal pay. This is a legal requirement.

Gender pay gap

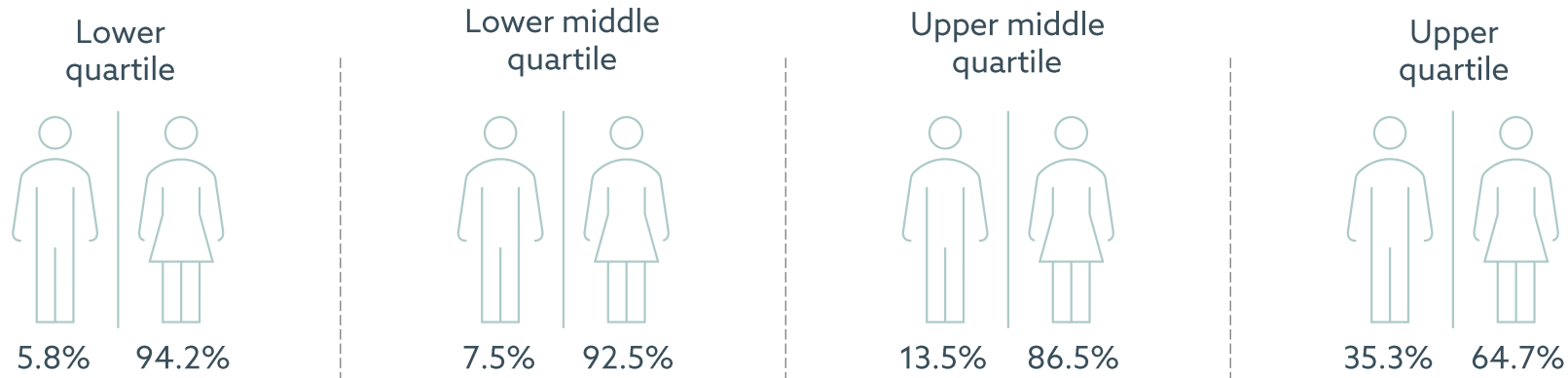
The gender pay gap is the difference between average male and female pay across an organisation calculated in line with the regulations, regardless of the nature of work.

Our 2025 findings

Proportion of male and female employees in each pay quartile.

These charts show the gender makeup of the McCarthy Stone group workforce in each of our salary “quartiles”.

Quartiles are calculated by ordering the hourly rates of pay for each employee across the business from lowest to highest, splitting the list into four equal-sized groups (quartiles), then calculating the percentage of males and females in each quartile.



Proportion of employees receiving a bonus

Across all McCarthy Stone group employees, 59.5% of men and 19.8% of women received a bonus or commission payment in the 12 months prior to April 2025.



Our 2025 findings

This section sets out the mean and median hourly pay gaps as well as our mean and median bonus gaps.

Mean Pay Gap – 42.1% - The mean pay for women is 42.1% lower than that for a man

Median Pay Gap – 21.5% - The median pay for women is 21.5% lower than that for a man

Mean Bonus Pay Gap – 60.3% - The mean bonus for women is 60.3% lower than that for a man

Median Bonus Pay Gap – 79.9% - The median bonus for women is 79.9% lower than that for a man

The above figures includes the following employing entities:- McCarthy Stone (Developments) Ltd – 111 people; McCarthy Stone Retirement Lifestyles Ltd – 268 people; McCarthy Stone Management Services Ltd – 570 people; McCarthy Stone Your Life Management Services Ltd – 1889 people

Definitions

The data shows our mean and median hourly pay gaps (based on 5 April 2025 payroll data), as well as our mean and median bonus and commission data gaps (based on bonus data from 6 April 2024 to 5 April 2025)

Mean: The mean calculation considers basic average pay/bonus across all our colleagues.

Median: The median calculation focuses on those colleagues in the middle of pay/bonus ranges, thereby reducing the impact of our highest and lowest paid colleagues.

Statutory disclosure

MCCARTHY STONE RETIREMENT LIFESTYLES LIMITED

McCarthy Stone Retirement Lifestyles (RL) is our construction, development and sales operating business.

McCarthy Stone Retirement Lifestyles (RL) employs 268 people. Of these 146 (54.5%) were male and 122 (45.5%) were female.

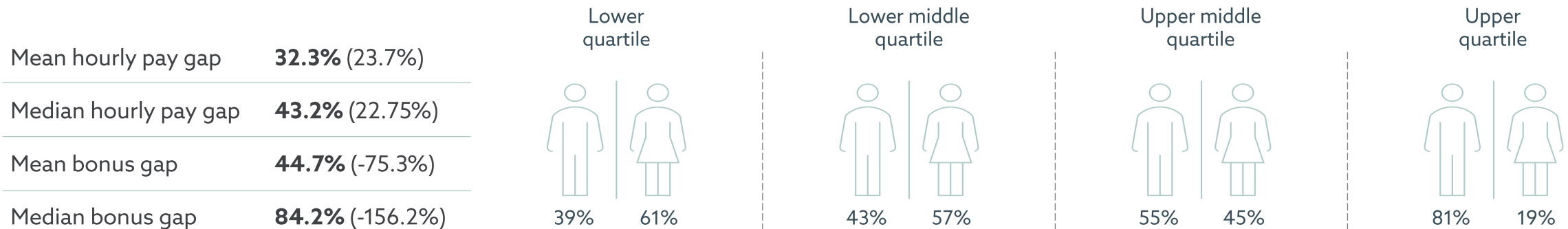
Proportion of employees receiving a bonus



86.3% 49.2%

Median hourly pay gap – for every £1 of pay that a man received, a woman received 57p

Median bonus gap – for every £1 of bonus that a man received, a woman received 16p.



Statutory disclosure analysis

MCCARTHY STONE RETIREMENT LIFESTYLES LIMITED

McCarthy Stone Retirement Lifestyles is our main development, sales and marketing business.

The mean hourly pay difference between men and women rose from **23.7% in 2024** to **32.3% in 2025**. This means that when comparing mean (average) hourly pay, **women's mean hourly pay is 32.3% lower than men's**. In this entity, women occupy **19% of the highest** paid jobs and **61% of the lowest** paid jobs.

Women earn **16p for every £1** that men earn when comparing median bonus pay. Their **median bonus pay is 84.2% lower than men's**. When comparing mean (average) bonus pay, **women's mean bonus pay is 44.7% lower than men's**.

We have seen a drop in comparable bonus payments for women this year compared to last year. This is due to the reduced amount of annual bonus paid to both men and women.

Statutory disclosure

MCCARTHY STONE MANAGEMENT SERVICES LIMITED

This is the area of our business that looks after the day-to-day operations and provision of lifestyle services in our Retirement Living developments, as well as the support services and management for Your Life Management Services.

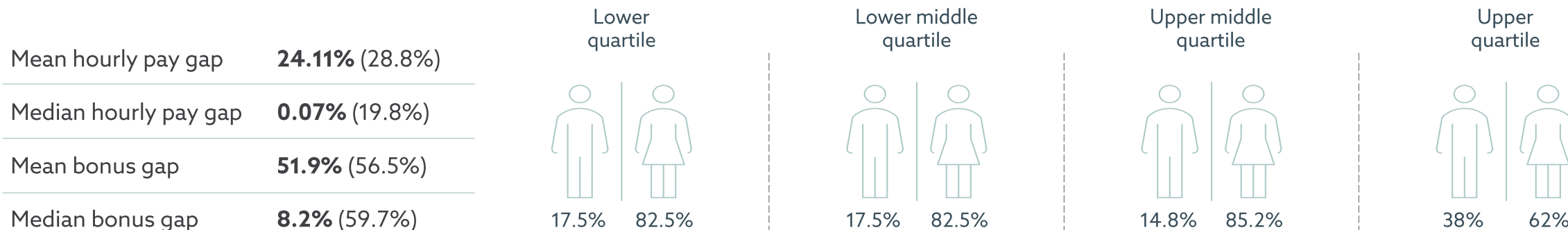
McCarthy Stone Management Services employs 570 people. Of these, 445 (78%) were female and 125 (22%) were male.

Proportion of employees receiving a bonus



Median hourly pay gap – for every £1 of pay that a man received, a woman received 99p

Median bonus gap – for every £1 of bonus that a man received, a woman received 92p



Statutory disclosure analysis

MCCARTHY STONE MANAGEMENT SERVICES LIMITED

This is the area of our business that looks after the day-to-day operations and provision of lifestyle services in our Retirement Living developments and also our teams supporting those operations.

The mean hourly pay difference between men and women **lowered from 28.8% in 2024 to 24.11% in 2025**. This means that when comparing mean (average) hourly pay, **women's mean hourly pay is 24.11% lower** than men's. Whilst women occupy over half (62%) of the highest paid jobs, women also hold over three quarters (82.5%) of the lowest paid jobs – the primary cause of the mean hourly pay gap.

Women earn 92p for every £1 of bonus that men earn when comparing median bonus pay. Their median bonus pay is 8.2% lower than men's. When comparing mean (average) bonus pay, **women's mean bonus pay is 51.9% lower** than men's.

These differences can partly be explained by the predominantly male senior management, where higher total reward packages are paid, and a high representation of females in customer facing, non-management roles. This however does show a smaller improved difference to last year.

Statutory disclosure

YOURLIFE MANAGEMENT SERVICES LIMITED

This is the area of our business that looks after the day-to-day operations and provision of lifestyle services in our Retirement Living Plus developments.

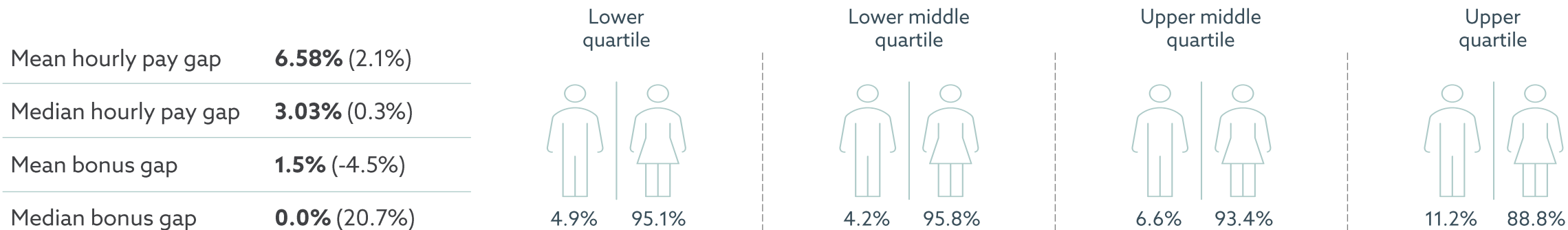
Your Life Management Services (YLMS) employs 1889 people, of which 93.3% are female.

Proportion of employees receiving a bonus



Median hourly pay gap – for every £1 of pay that a man received, a woman received 97p

Median bonus gap – for every £1 of bonus that a man received, a woman received £1



Statutory disclosure analysis

YOURLIFE MANAGEMENT SERVICES LIMITED

This is the area of our business that looks after the day-to-day operations and provision of lifestyle services in our Retirement Living Plus developments.

The mean hourly pay difference between men and women rose from **2.1% in 2024** to **6.5% in 2025**. This means that when comparing mean (average) hourly pay, **women's mean hourly pay is 6.5% lower than men's**. In this entity, women occupy **88.8% of the highest** paid jobs and **95.1% of the lowest** paid jobs.

Women earn 97p for every £1 that men earn when comparing median hourly pay. Their median bonus pay is the same as men's. When comparing mean (average) bonus pay, **women's mean bonus pay is 1.5% lower than men's**.

The bonus levels between men and women are more aligned than last year.

Our ongoing commitment

As a business we continue to be committed to gender diversity and inclusivity.

Our 2025 Gender Pay report demonstrates that opportunities to drive equality remain, by addressing gaps in both our pay and bonus awards.

We are focussed on reviewing our policies, processes, and reward to ensure that they reflect and drive our ongoing commitment to diversity and inclusion.

We will continue to drive activity across our inclusivity networks, empowering our colleagues to champion our equality and inclusion efforts across the full scope of diversity in the workplace.