



VALCAO LTD t/a Bluebird Care Gender Pay Gap Report 2025

Section 1 – Introduction

VALCAO LTD t/a Bluebird Care is pleased to publish our first Gender Pay Gap Report. This report reflects our commitment to transparency, diversity, equality, and inclusion in the workplace.

Our Workforce Profile

As of 27/06/2025, VALCAO LTD t/a Bluebird Care employed 130 employees, consisting of 99% females and 1% males. Of these employees, 63% were full-time employees and 37% part-time employees.

Our Commitment

At VALCAO LTD t/a Bluebird Care, we are committed to creating a fair and equitable workplace where all employees are valued and have equal opportunities for growth and development. We recognise that gender pay gap reporting is an important step towards understanding and addressing workplace equality challenges. This report enables us to identify areas where we can improve and take meaningful action to create a more inclusive organisation.

Section 2 – Understanding the Gender Pay Gap

What is the Gender Pay Gap?

The gender pay gap refers to the difference between what is earned on average by women and men based on average gross hourly earnings of all paid employees. It is often driven by the distribution of male and female employees across the different levels of an organisation.

The Gender Pay Gap Information Act 2021 requires organisations to report on their hourly gender pay gap across a range of metrics including basic pay, allowances, overtime, and performance-related bonuses where applicable.

Gender Pay Gap vs. Equal Pay

It is important to distinguish between the gender pay gap and equal pay:

- **Equal Pay** refers to the principle that men and women should receive equal pay for doing the same job or work of equal value. Employers cannot discriminate in terms of pay based on any of the nine grounds of discrimination, including gender.
- **The Gender Pay Gap** measures the difference in average earnings across the entire organisation, regardless of role or level.

What the Gender Pay Gap Tells Us

The presence of a gender pay gap doesn't indicate that an organisation isn't complying with equal pay principles. Rather, it may suggest that there is a gender imbalance across different levels of an organisation. A gender pay gap typically indicates that men and women are not equally represented at different organisational levels and/or that men and women have different working patterns (e.g., part-time vs. full-time, anti-social hours) within the organisation.

Gender pay gap reporting does not identify discrimination or bias directly, but it can highlight important workplace challenges.

Key Metrics Explained

- **Mean (Average):** The mean is the average hourly pay point of all male and female employees. The mean gender pay gap is influenced by extreme values/outliers (i.e., very high or very low earners).
- **Median (Midpoint):** The median is the midpoint hourly pay point of all male and female employees when arranged from lowest to highest. The median is less affected by extreme values.
- **Pay Quartiles:** Dividing employees into four equally sized groups based on hourly pay enables us to review the distribution of male and female employees across pay ranges.

Section 3 – Results

The data analysed for this report is taken from the selected snapshot date on 27/6/2025. The reporting period is the 12-month period immediately preceding and including the snapshot date.

ALL STAFF

Mean Gender Pay Gap in Hourly Pay: -0.28%

Median Gender Pay Gap in Hourly Pay: 2.78%

Note: A positive percentage indicates that male employees earn more on average; a negative percentage indicates that female employees earn more on average.

PART-TIME STAFF

Mean Gender Pay Gap in Hourly Pay: N/A

Median Gender Pay Gap in Hourly Pay: N/A

TEMPORARY STAFF

Mean Gender Pay Gap in Hourly Pay: N/A

Median Gender Pay Gap in Hourly Pay: N/A

BONUS AND BENEFITS

	MALE	FEMALE
Portion of staff receiving a bonus	1.0%	99.0%
Portion of staff receiving Benefits in Kind	0%	4%

Mean Bonus Gender Pay Gap: -0.28%

Median Bonus Gender Pay Gap: 2.78%

PAY QUARTILE DISTRIBUTION

Quartile	MALE	FEMALE
Lower Quartile	0%	100%
Lower Middle Quartile	0%	100%
Upper Middle Quartile	3.85%	96.15%
Upper Quartile	3.85%	96.15%

Our overall employee split is 99.0% female to 1.0% male.

Section 4 – Understanding Our Gender Pay Gap

In the employer's opinion, the reasons for differences in our gender pay gap are as follows:

Key Factors Contributing to Our Gender Pay Gap

While it is challenging to identify the full breadth of reasons that contribute to gender pay gap results, several key factors are relevant to VALCAO LTD t/a Bluebird Care:

1. Organisational Segregation

The sector has traditionally had a higher proportion of female employees than other sectors. Certain roles, such as healthcare assistant, typically attract more females than males.

2. Working Patterns

More females than males tend to work in part-time roles within our organisation. Many employees need to fit their working lives around family obligations, which can affect their ability to pursue further qualifications or career progression opportunities.

High levels of females participate in part-time roles, which is often a choice guided by family and care-related responsibilities. Traditional gender roles in society and different educational and career choices continue to influence workforce composition.

3. Representation in Senior Roles

We have 75% females in senior leadership roles, which mitigates our gender pay gap.

4. Statistical Sensitivity

When the number of males or females in a particular pay band is very small, the median and mean gender pay gap calculations become very sensitive to the circumstances of this group. The individual roles held by the smaller gender cohort can have a significant influence on overall results.

Important Context

It's important to note that as this analysis is carried out on data from across a 12-month period, gender pay gaps may fluctuate monthly and across remuneration quartiles, depending on changes to employee headcount, working patterns, and organisational structure.

Section 5 – Actions to Address the Gender Pay Gap

The implementation of annual gender pay gap reporting is a useful tool for VALCAO LTD t/a Bluebird Care to monitor gender representation and diversity across the organisation. While this mechanism won't resolve all issues immediately, it helps create a more equitable workplace and guides our diversity and inclusion strategy.

Our Commitment to Change

To invoke real change, we commit to specific actions to address the gender pay gap. However, it should be noted that many factors that impact gender balance are sectoral and societal rather than specific to any one organisation. Solutions require commitment both within our organisation and across broader society.

Our 2025 Action Plan

VALCAO LTD t/a Bluebird Care will implement the following initiatives in 2025 to reduce the gender pay gap:

Recruitment and Attraction

- **Diversify recruitment channels:** Work with external partners to determine ways of attracting males to specific role types.
- **Balanced shortlists:** Where possible, seek gender balance in shortlists for all roles, particularly senior/office-based roles.
- **Diverse interview panels:** Where possible, use diverse interview panels for interviews to reduce unconscious bias.

- **Inclusive job descriptions:** Review all job descriptions to ensure they are inclusive across a range of diversity criteria and free from gendered language.
- **Transparent advertising:** Continue to use transparent job advertisements which outline details of salary and benefits to attract diverse candidates.
- **Training:** Roll out Diversity, Equality, and Inclusion training for all employees involved in recruitment and selection.

Retention and Career Development

- **Career pathways:** Develop clear career progression pathways and ensure equal access to development opportunities for all employees.
- **Mentorship programs:** Establish mentorship and sponsorship programs to support underrepresented groups in career advancement.

Culture and Engagement

- **Employee feedback:** Conduct employee engagement surveys to seek specific feedback on equal access opportunities for applicants and development opportunities for promotion and succession.
- **Regular monitoring:** Continue to monitor gender representation at all levels and review progress against targets.
- **Open dialogue:** Create forums for open discussion about workplace equality, diversity, and inclusion.

Policies and Procedures

- **Policy review:** Continue to review existing HR policies to ensure they promote diversity and inclusion, including policies on recruitment, promotion, flexible working, parental leave, and development opportunities.
- **Practice alignment:** Ensure policies are comprehensive and reflected in daily practice across all departments.

Measuring Success

We will track progress through:

- Annual gender pay gap reporting and trend analysis
- Monitoring gender representation at all organisational levels
- Employee engagement survey results
- Retention and promotion rates by gender

Conclusion

VALCAO LTD t/a Bluebird Care is committed to creating a workplace where all employees, regardless of gender, have equal opportunities to thrive and advance. While challenges remain,

we believe that transparency through gender pay gap reporting, combined with concrete action, will help us build a more equitable organisation.

We will continue to monitor our progress and remain committed to taking meaningful steps to address workplace equality.
