Gender Pay Gap Report 2026

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1 | Introduction - Gender Pay Gap Reporting

The Gender Pay Gap Information Act 2021 provides a standardised calculation methodology and a diverse set of metrics which will allow us to evaluate and assess the drivers of our gender pay gap. The gender pay gap is concerned with gender representation, for example an employer can pay all employees the same amount for the same work, but a gender pay gap may still exist if there is a higher proportion of women in lower-paid jobs.

Many factors can contribute to the existence of gender pay gaps. These include differences between men and women in educational attainment and qualifications, occupations that have higher male or female representation, career progression, prevalence of full-time and part-time working, and responsibility for caring roles.

2 | What are the Board's responsibility?

The board is responsible for ensuring compliance with Gender Pay Gap Reporting regulations. This includes ensuring the credit union accurately collects, analyses and publishes the required data, as well as taking steps to address any identified pay gaps.

3 | What are the Senior Management Team's responsibilities?

The SMT is expected to foster a culture of inclusion, demonstrate commitment to gender equity, and develop strategies to address the root causes of pay disparities – these strategies would be set out in the Action Plan / Initiatives appendix section of the annual report.

In this report, the SMT is asking the Board to acknowledge Cara's current position regarding the Gender Pay Gap and to endorse the SMT's proposed strategies to address identified pay gaps.

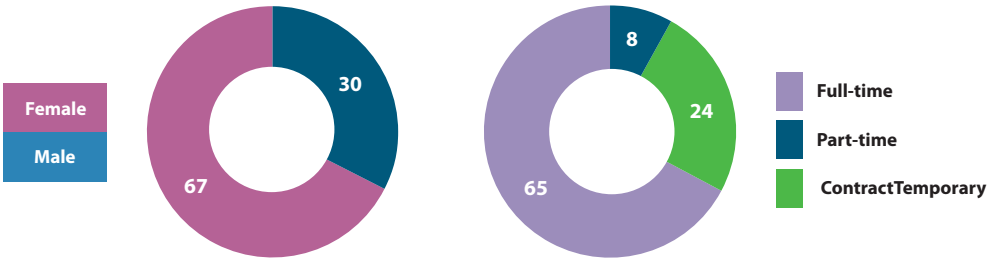
4 | Cara Credit Union's Snapshot

This Gender Pay Gap report data covers a 12-month period up to and including the so-called 'Snapshot Date' which was in the month of June 2026. The information to be reported includes statistical analysis of different elements of pay, divided across distinct categories of employees, and includes detailed information across four 'quartiles' or sections (based on the lowest 25%, the next 25%, and the next 25%, and finally the top 25%). In some instances, the data sought is the so-called 'mean' percentage and in others it is the "median". The former is often known as the average, whilst the latter is the mid-point between a range of figures.

We took our snapshot on 14 June 2026. At that time, Cara had ninety-seven (97) employees employed across its seven offices and branches (67 females and 30 males).

The 97 employees comprised of 65 full-time employees, 8 part-time employees[1] and 24 employees on temporary contracts[2].

Compared with 2025, our workforce increased from 89 to 97 employees, an increase of 8 employees. Female representation remained broadly consistent at 69% in 2026 compared with 67% in 2025, while male representation reduced slightly from 33% to 31%.



Gender Pay and Equal Pay

Although often used interchangeably, the terms 'Gender Pay Gap' and 'Equal Pay' refer to two different concepts.

GENDER PAY	EQUAL PAY
Gender Pay is a calculation that focuses on the comparison of the average hourly pay for all men and women across all levels and roles in an organisation. A gender pay gap within an organisation is not evidence of inequal pay between men and women carrying out the same role or roles of equal value but reflects a lower representation of females in senior positions.	Cara Credit Union has always paid equal pay for equal work and work of equal value. We benchmark our roles externally on an annual basis and ensure we offer fair and competitive pay so that we can continue to attract and retain employees.

[1]Part-time staff members refer to any employees on reduced hours (except employees who take parental leave).
[2]Temporary Contract staff members refer to students or employees on probation within the first 6 months of employment.

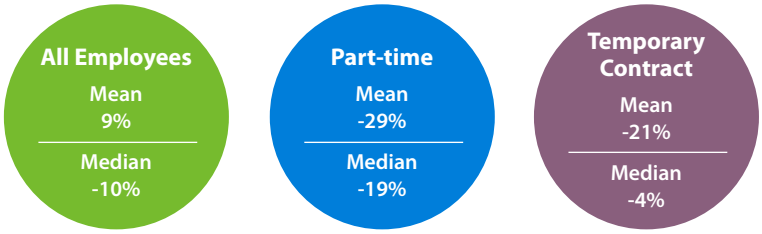
Mean & Median Gender Pay Gap

MEAN GENDER PAY GAP	MEDIAN GENDER PAY GAP
The Mean Gender Pay Gap is the difference in the average hourly wage of men and women across a workforce. To calculate the mean gender pay gap, we add together all the hourly pay rates that women received, divided by the number of women in our workforce. We then repeat this calculation for men. The difference between these figures is the mean gender pay gap.	The Median Gender Pay Gap is the difference between the middle-paid woman and the middle-paid man in a sorted ranking of highest to lowest hourly wage. To calculate our median gender pay gap, we first rank all our people by their hourly pay. Then we compare what the woman in the middle of the female pay range received with what the man in the middle of the male pay range received. The difference between these figures is the median gender pay gap.

A positive percentage indicates that the Male staff members have a higher mean/median rate than the equivalent group of Female staff members, whereas a negative percentage indicates that the Female staff members have a higher rate than the equivalent group of Male staff members.

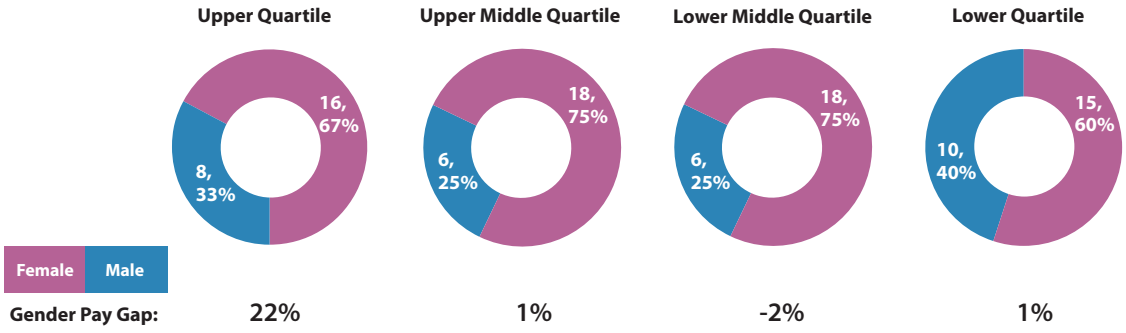
As illustrated below, our Mean Gender Pay Gap across all employees is 9%. Our Median Gender Pay Gap is -10%. The gender pay gaps in our Part Time and Temporary employees are -29% and -21%, respectively.

Compared with 2025, the overall Mean Gender Pay Gap has reduced from 11% to 9%. The Median Gender Pay Gap has moved further in favour of female employees, from -7% in 2025 to -10% in 2026.



Gender Representation by Quartile

The gender representation by quartile ranks the employees based on their hourly remuneration from lowest to highest and this grouping is then divided into four quartiles;- lower, lower middle, upper middle and upper with the representation of females and males set out in percentages. We have also calculated the gender pay gap per quartile to further understand the key drivers of the gender pay gap in Cara Credit Union.



These figures in the top quartile demonstrate that, while we have achieved gender representation across senior management, a higher proportion of males occupy the higher paid positions within Cara Credit Union. The predominance of males in top tier roles is contributing to a 22% gender pay gap in the upper quartile which is a key driver of our overall gender pay gap.

When we look at the other three quartiles, we can see that they are predominantly female weighted and have reduced gender pay gaps. We have a 1% gap at the lowest quartile, followed by a -2% gap at the lower middle quartile and a 1% gap in the upper middle quartile. These further highlight that the key driver of the gap at Cara Credit Union is an under-representation of female employees in more senior roles across the organisation.

Year-on-year, the upper quartile remains the main driver of Cara Credit Union's gender pay gap. In the other quartiles, the gaps remain comparatively low: Overall, the pattern remains broadly consistent with 2025, with the most significant gap concentrated among the highest-paid roles.

5 | Our Action Plan

Our 2026 Gender Pay Gap analysis indicates that the key driver of Cara Credit Union's overall gender pay gap continues to be the representation of males in higher-paid roles, particularly within the upper quartile.

Our actions for the year ahead will therefore focus on supporting career development and progression, strengthening our leadership pipeline and continuing to ensure fair and inclusive practices across the employee lifecycle.

Career Development and Succession Planning

We will continue to strengthen opportunities for employees to develop and progress within Cara Credit Union by:

- Maintaining a structured succession planning process for key and critical roles, with a focus on identifying and developing internal talent.
- Supporting managers to provide meaningful development opportunities, including greater responsibility, project involvement, cross-functional exposure and knowledge sharing.
- Continuing to identify development needs through the Performance Management, Learning and Development process and encouraging employees to take ownership of their career development.
- Monitoring gender representation within succession pipelines and progression opportunities to help identify any potential barriers to advancement.

Leadership Development and Mentoring

We recognise that building a strong and diverse pipeline of future leaders is important in addressing longer-term gender representation at senior levels. During 2027 we will:

- Introduce a mentoring pilot to support career development and leadership readiness.
- Continue to invest in leadership development opportunities for current and emerging leaders.
- Provide opportunities for employees to gain broader organisational experience through projects, working groups and cross-functional initiatives.
- Encourage coaching, mentoring and knowledge sharing between senior leaders and colleagues who wish to progress their careers.

Fair and Inclusive Recruitment

We will continue to ensure our recruitment processes support equal opportunity by:

- Using inclusive and gender-neutral language in job advertisements and recruitment materials.
- Seeking diverse candidate pools wherever possible. Maintaining structured and consistent selection processes.
- Continuing to consider unconscious bias and objective decision-making throughout recruitment.
- Monitoring recruitment and internal progression data to identify trends in gender representation.

Pay and Data Monitoring

We will continue to monitor our pay and people data to ensure our approach remains fair and equitable by:

- Continuing to benchmark roles and review pay structures to support fair and consistent remuneration.
- Monitoring gender representation across pay quartiles, recruitment, progression and succession planning.
- Reviewing our Gender Pay Gap annually to identify trends and measure progress against our actions.

Our Commitment

We recognise that reducing a gender pay gap driven by representation at senior levels is a longer-term process. Our focus is therefore not on setting artificial targets, but on ensuring that development opportunities, progression pathways, recruitment practices and succession planning are fair, transparent and accessible to everyone.