

A look back at our year

December 2024 – December 2025



From the CEO



As I look back over the last year, I am once again incredibly proud of our teams and everything they have achieved.

Our absolute focus remains the quality of care and support that we provide for residents and their families. We have a number of measures that we review regularly to ensure we are delivering against our promise of fulfilling lives and our commitment to care quality. Our regulatory compliance remains one of the highest in the sector with 91.5% of our homes rated Good or Outstanding by the Care Quality Commission in England, and remains high with the Care Inspectorates in both Scotland and Wales. We continue to operate more Outstanding-rated homes than any other provider and I am proud to say we have added to this list in 2025, with 21 homes now achieving this exceptional accolade.

Alongside regulatory ratings, we also track both resident and relative satisfaction via our Voice of Customer programme. The themes from both surveys inform our decision-making, helping us identify priorities both in individual homes and at an organisational level. This year, our resident feedback enabled us to celebrate that residents felt treated with kindness, dignity and respect and that they feel safe, well cared for and understood as an individual. It also suggested some areas for

improvement in our dining experience which we have been addressing with the support of our Hotel Services team.

In terms of relative feedback, we've been working hard on areas such as improving communication with families. This has involved providing training for some teams on the importance of keeping relatives informed about their loved one's care, and providing opportunities for families and friends to play a more active role in daily life within our homes. We've been pleased to see these efforts reflected in improvements to how we were rated around family involvement, driving our overall relative satisfaction score to its highest ever level.

The quality of our care has also been celebrated with sector awards recognising individual colleagues, the efforts of specific teams and the collective successes of Care UK. In total, we received 34 awards recognising everything from our ability to innovate in nutrition and hydration, to our sustainability initiatives and the quality of our leadership. We were also awarded Care Home Group of the Year at the National Care Home Awards for the second time

running – an achievement of which we are incredibly proud as it recognises the hard work, commitment and professionalism of the entire organisation.

We recognise our responsibility as a leading care provider, and continue to support and give back to both our sector and local communities. We're a top-tier partner of the Care Workers Charity (CWC) and a member of Care England, for which I am proud to serve on the charity's policy board. We continue to match fund colleagues' involvement in charity fundraising with 48 local and national charities benefiting.

Perhaps the biggest theme for 2025 was one of organisational growth. As well as our ongoing commitment to building new care homes to add much-needed capacity to the UK care sector, working closely with our property investment partners, we have taken on leadership and management of several new portfolios of homes over the course of the year. This has seen us grow from 164 homes at the end of 2024 to more than 260 services at the end of this year – making us the second largest care home provider in the UK.

We have been very conscious of protecting the quality of our established homes during this period of growth. The scale of the organisation has enabled us to invest in additional resources to ensure we are providing the right level of support and focus for our home managers and their teams, including new senior roles in areas such as nursing and clinical care, human resources and communications. It has also meant we have been able to invest more in learning and development for our teams as well as providing the opportunities for career progression that help us attract the best talent in the sector.

The year has not been without its challenges. While we work with some incredibly supportive public sector partners, we are continually negotiating with a select number of local councils whose fee levels fall short of the cost of delivering care. Changes to government policy around overseas workers meant we had to fast-track several new initiatives designed to future-proof our workforce in hard to recruit areas. And while we are supportive of elements of the new Employment Rights Act, we are finding there are some elements which are restrictive and add an unnecessary administrative burden.

However, I am confident we can rise to each of these challenges, in no small part due to the exceptional teams we have working in our homes and support functions. I am incredibly grateful to every Care UK colleague for their contribution throughout the course of the year – whether that be in directly supporting the residents who are entrusted to our care, or in the range of other support roles that enable us to deliver on our promise of fulfilling lives.

As always, the success of Care UK is dependent on the strong relationships we have with residents, families, communities and public sector partners we work with. We remain incredibly grateful for this support and look forward to the opportunities afforded by the year ahead.



Andrew Knight, CEO

Care UK in numbers

Our organisation as of December 2025



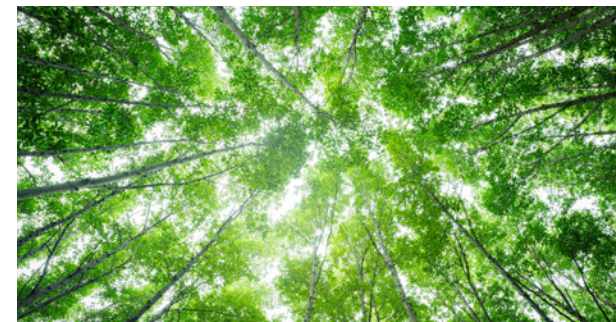
97,095

The monthly average number of activities residents engaged in on the Relish app.



23,898

The number of colleagues working in our teams across the UK.



2040

The year Care UK aims to achieve carbon neutrality.



512

The number of our colleagues who are gaining skills through apprenticeships.



260+

The number of care homes Care UK runs across the United Kingdom.



97%

Of our colleagues feel proud of the work they do.



95%

The overall satisfaction score given by residents.



91.5%

The percentage of our care homes that are rated Good or Outstanding*.



92%

The proportion of relatives who are satisfied with their care home service.



52

Our Net Promoter Score is a measure of loyalty to an organisation and, at this level, is considered excellent.



19

The number of new homes due to open in the next four years.



21

The number of our homes rated Outstanding*.

*Regulators are the CQC in England and the Care Inspectorate in Scotland and Wales.



Trusted to care

Continuously improving resident care and support

We aim to create safe and enabling environments where residents are supported to live fulfilling lives. Through a personalised approach to care and the commitment of our dedicated teams, we place each resident's unique needs and wishes at the heart of all that we do.



Pursuing excellence in everything we do

We're proud to have more Care Quality Commission (CQC) Outstanding-rated homes than any

other care home provider, but we're always looking to improve.

In 2025, we continued to achieve exceptional regulatory ratings thanks to our unwavering commitment to providing the very best care and support for residents across the UK: 91.5% of our homes in England are rated Good or Outstanding, which is more than 8% above the sector average. Twenty-one homes in England are rated Outstanding, meaning they achieve the highest level of excellence, going above and beyond set requirements expected for care homes.

In Wales, homes continue to strive to provide care excellence and enrich residents' lives, with Llys Cyncoed recently achieving the highest care inspection rate of Excellent. In Scotland, Care UK is one of the highest-rated independent providers



with all our homes in the country rated 4 or 5 (Very Good or Good) by the Care Inspectorate. We remain committed to continuous improvement and strive for excellence in every area.

Rachel Harvey, Director of Care, Quality and Regulatory Governance

Dynamic dementia development

In the second half of 2025, we reviewed our dementia care resources to ensure they continue to offer our colleagues the most helpful, up-to-date guidance and easily accessible expertise.



This involved speaking to colleagues in our homes about dementia learning opportunities. We used feedback to revise our Informed about Dementia training, which has been awarded external Continuing Professional Development (CPD) accreditation. More recently, we have updated our internal Positive Behaviour Support module. We are also finalising a new and leading evidence-based Dementia Care module, which will replace the existing Dementia Capable Care course.

These changes will ensure residents living in our dementia care communities continue to experience the highest level of person-centred care possible from skilled and knowledgeable colleagues.

As part of this work, we are updating our relative information resources offering helpful guides for families navigating their loved ones' journey with dementia.

We are also reviewing our dementia suite environments to consider the needs of a more diverse resident population, and reflecting the latest evidence-based research to support dignity, meaningful activities and positive engagement.

Putting residents' safety first

Keeping residents safe remains our highest priority. This year, we've taken a major step forward by moving our maintenance checks from paper to a digital platform. This has streamlined processes, accelerated response times, and empowered our maintenance teams to focus on work that directly benefits residents.

Our commitment to safety has been recognised nationally – Care UK's Head of Health and Safety received the NASHiCS Safety in Care Award for Championing Safety in Care. This reflects the dedication, innovation and collaborative efforts across teams to raise the bar in resident safety and wellbeing.

Exemplary infection prevention and control

Infection prevention, whether for flu or COVID, remains a top priority. Our teams are highly trained and committed to maintaining strict cleanliness and Infection Prevention and Control (IPC) standards.

Our homes benefit from dedicated IPC Champions and specially appointed colleagues who lead our infection control efforts. Senior clinicians also serve as trained IPC Leads, offering guidance and support to our homes and coordinating the IPC Champions network. We also continue to promote vaccination programmes and encourage everyone to play their part in keeping our spaces as safe and infection-free as possible.





Vision and values

We're here to help residents lead fulfilling lives

Each care home is guided by a clear vision and set of values that shape who we are and how we care, helping to create a safe, respectful and welcoming home for every resident.

Our purpose is to enable residents to live fulfilling lives. Our values, **Caring, Passionate, and Teamwork**, underpin our person-centred approach and remind us that everyone can make a difference.

Four home managers, recognised for their inspiring leadership, reflect on what our vision and values mean in their day-to-day work.



Fulfilling lives

Helping residents lead fulfilling lives is at the heart of everything we do. We believe every resident has a voice and should be fully involved in creating a life that is

meaningful to them – both in their care home and as part of the wider community.

Residents are encouraged to share feedback and take part in decisions about their care and daily lives, helping them feel empowered and heard. After all, this is their home.

That's why we hold weekly residents' meetings, giving everyone the chance to discuss everything – from social activities and menu choices to day-to-day concerns.

Hands-on involvement helps residents feel connected, purposeful and valued. Whether assisting with household tasks like laundry or shaping meal options and planning activities, they actively contribute to making life meaningful and enjoyable.

Residents love music, exercise classes, socialising and trips into the community, with our monthly pub quiz a particular highlight. Our colleagues help fulfil personal wishes, from small outings to a special adventure like a scenic train ride.

We also work with community organisations to enrich residents' lives. One standout initiative is the Dementia Accessible Cinema. Created in a collaboration between Manor Lodge and Chelmsford Theatre, and supported by the Alzheimer's Society, the new programme provides a welcoming, social environment for residents and others in the community living with dementia to enjoy films together.

By creating opportunities for choice, social interaction and community involvement, we ensure each and every day brings a sense of true purpose, fulfilment and joy.

Maggie Ziemianska, previously Home Manager at Manor Lodge and recently promoted to Operations Support Manager for Essex.



Caring

At Invicta Court, caring isn't just what we do – it's who we are. Every day, we create a warm, compassionate environment where each resident feels

valued, supported and respected.

Our commitment to person-centred care has been recognised through VIPS Accreditation, the Gold Standards Framework, and the Veteran Friendly Framework, reflecting the exceptional standards, dignity and empathy that defines life at Invicta Court.

There are no limits to what our team will do to bring joy and connection to residents. These moments light up faces, spark conversations and awaken treasured memories – powerful reminders of the difference truly personalised care can make.

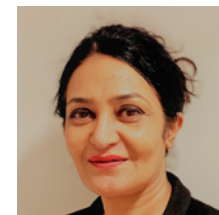
Our caring approach also embraces and supports residents who have served in the Armed Forces. As a Veteran Friendly care home, we proudly honour and support our veteran community through initiatives such as the monthly Veterans Café.

Understanding each veteran's personal history allows us to provide care that is both respectful and deeply meaningful. For residents living with dementia, these connections help preserve identity and nurture emotional wellbeing.

Our home is filled with laughter, companionship and purpose. Strong bonds form between residents, families and our dedicated team, creating a genuine sense of belonging.

By listening, understanding and responding to every individual, we ensure each resident feels included, safe and truly at home. At Invicta Court, care goes beyond service – it's a shared journey built on compassion, connection and love.

Sara Cunha Barbosa, Home Manager at Invicta Court



Passionate

I feel incredibly privileged to lead such a passionate team at Parsons Grange, who make it their mission every day to provide personalised care that

is rooted in dignity, respect and, above all, love.

Each resident brings with them a lifetime of experiences. We are passionate about the life they continue to lead with us, ensuring every day is meaningful, and honouring who they are as individuals.

It's not just our commitment to delivering high-quality care, but the deep sense of community we've built.

We're passionate about the many initiatives that bring our community closer, from our Namaste dementia care programme to our Gardening Club, Knitter Natter and Gentlemen's Club.

Relatives are part of our extended family. We involve them in every aspect of life for each resident, from menu tastings and activity days to regular feedback sessions that shape the care we deliver.

It's this openness and collaboration that help us to continually exceed expectations and create an environment where everyone thrives.

Every team member brings their heart to work, and it's this passion that makes our home a place of warmth, safety and genuine care. Together, we are truly making a difference.

Rozina Ali, Home Manager at Parsons Grange



Teamwork

Good teamwork relies on having great people – and at Foxland Grange, I'm lucky to work alongside brilliant colleagues.

Teamwork is one of our core values because it underpins everything we do. It thrives on trust, respect, clear communication, flexibility and a shared purpose – in our case, providing the very best care for residents.

We've worked hard to build a great team by recruiting the right people with the right values, and rewarding dedication and effort through initiatives like Colleague Appreciation Week. We focus on continuous learning and training, problem-solving together, and supporting one another.

Teamwork at Foxland Grange is a whole-home approach – we all chip in where needed, share ideas and collaborate. It means that every colleague, from care assistants to the Housekeeping and Kitchen teams, works together to meet the needs of residents.

This approach extends to support services teams, including district nurses and physios, as well as residents themselves and their families, who are actively involved in decisions and feel part of the team.

Through our Resident Ambassador role, Resident Council meetings, and regular feedback sessions, everyone has a voice in the running of the home. Families are always kept informed and encouraged to share their thoughts and suggestions, and we operate an open-door policy for colleagues, residents, relatives and visitors alike.

By pulling together as a team, we can achieve really great things – and that's what we strive for every single day.

Katy Anderson, Home Manager at Foxland Grange



The highest quality care

Our approach to award-winning care

At Care UK, everything we do is guided by our 'Approach to Care'. This is built around six key pillars that help us create a caring, supportive environment where residents feel valued, listened to, and truly at home.

They include health and wellbeing, dining with dignity, living well with dementia, meaningful lifestyles, enabling environments, and communication and connection.

Health and wellbeing

All Care UK colleagues take pride in delivering high-quality, person-centred care. We have more care homes rated Outstanding than any other provider in England, with 91.5% of homes rated Good or Outstanding by the CQC. Our homes in Scotland are 100% compliant and in Wales, homes continue to strive to provide the best care possible and enrich residents' lives.

To deliver care excellence, colleagues must continuously develop their skills and share knowledge. The Seacole Academy of Care and Clinical Excellence is dedicated to supporting nurses across Care UK, alongside other internal learning and development opportunities. In just three years since it started, more than 190 colleagues have graduated, with 85 overseas nurses successfully obtaining their NMC PINs (a unique identifier for every nurse registered to practise in the UK).

Dining with dignity

From kitchen assistants to head chefs, catering colleagues support residents to dine with dignity. This means that residents can expect food that's right for them and have a say in their home's menu.

As you'll see on pages 20-21, we haven't stopped there. It's important that colleagues know what good, safe food looks like, which is why ongoing International Dysphagia Diet Standardisation Initiative (IDDSI) training extends beyond our kitchens. We are very proud to have launched groundbreaking Next Level Tea, which expands the types of drinks that residents on a modified diet can enjoy.

Living well with dementia

In 2025, we built on The Big Dementia Conversation campaign, which offers resources to families and loved ones of those living with dementia. Supported by broadcaster Angela Rippon, we spoke to families about their dementia experiences, the answers they wish they'd known, and the importance of an early diagnosis.

Our free information hub is still available. If you're interested in learning more about dementia and how to support someone you love, or to get support yourself, search online for 'Care UK's The Big Dementia Conversation'.

Meaningful lifestyles

Our Wishing Tree initiative continues to create deeply meaningful and memorable experiences for residents – no matter how big or small.

One resident was ‘arrested’ as a birthday wish and a novice skier took to the slopes in her 80s. Other wishes included a first-time gym visit, a safari park experience, and many residents also got to cheer on their favourite football teams from the stands.

Every single day across our homes, colleagues enable residents to do the things they enjoy, from gardening and reading to watching their favourite films, tucking into a fish and chip supper, or visiting their local pub.



It's important that every aspect of a resident's life is reflected within the care they receive. That's why Care UK is proud to be the most accredited provider in the country for the Veteran Friendly Framework (VFF). This is designed to support veterans living in care home settings and includes tailored emotional support and community outreach.

You can read more about what residents have been up to this year, ranging from street parties to upcycling, on pages 27-29.

Enabling environments

This year, we've carried out several exciting upgrades across the Care UK estate, thanks to investment by our property owners. Alongside creating dementia-friendly spaces in our new-build homes, we've also focused on important improvement projects in our existing homes to make life even better for all residents.

Our largest refurbishment this year, Cranford Grange in Mobberley, was one of 33 major renovation projects in 2025. It involved improvements to health and safety standards, as well as environment: lounges and dining rooms, the creation of a relaxation

space for residents to receive gentle massages and Namaste care, and a dedicated piano lounge that also hosts the home's lifestyle activities.

Communication and connection

Helping residents stay connected to their local community is an essential part of providing truly person-centred care.

Relatives and members of the local community are warmly welcomed into our homes to share in a wide range of events – from VE Day celebrations and summer barbecues to festive parties throughout the year. Families are kept closely connected to life in their loved one's home through regular, manager-led meetings, ensuring they feel informed, involved, and part of our community.

The Relish app is also very popular with relatives – this includes regular newsletters and photos, and descriptions of their relative's activities and day trips. We know that these small glimpses into daily life spark conversation and make it easier to share memories and everyday moments together.



Staying one step ahead

Driving innovation to deliver the best possible care

We're evolving the way we work by embracing new technologies, research and ideas that help us deliver the highest-quality care. By staying up to date with the latest innovations, we continue to improve the experiences of residents, colleagues and communities – ensuring our services remain responsive, forward-thinking and impactful.

People and planet

As one of the UK's largest care home providers, we recognise that our decisions impact not only our homes but also the wider communities around them. From providing meaningful careers and development opportunities for our teams to supporting older people to live healthier, longer lives, our homes play a vital role in their local communities.

With this opportunity comes a responsibility: to act in ways that support the long-term future of our homes, our local communities and the wider care sector, ensuring our impact is positive and sustainable for generations to come.

In 2023, we started measuring our carbon footprint with Achilles Information Ltd and achieved ISO14064-1 certification. Our baseline emissions were around 65,000 tCO₂e, with over 60% from Scope 3 – indirect emissions from goods, services and transport.

Scope 3 emissions are harder to track than Scope 1 and 2, but offer the biggest opportunity to make a difference. We pinpointed hotspots and worked with suppliers to cut emissions. For example, by

consolidating stationery deliveries, we reduced carbon dioxide by 5.27 tonnes in one year.

In 2024, over 99% of general waste was diverted from landfill, with much repurposed for energy, and we remain committed to sustainability initiatives such as reducing medication waste by using electronic systems and an 'open pack' approach.

We have invested over £1 million in LED lighting across the estate in 2025. This is in addition to existing high-performance insulation, combined heat and power units, and solar panels that support our long-term objective of achieving net-zero emissions by 2040.



All new homes have EV charging points, and we encourage eco-friendly travel through our cycle-to-work scheme and salary sacrifice electric vehicle programme (for field-based roles).

In March 2025, we became the UK's largest provider using only plant-based, biodegradable cleaning products, following a successful trial with n-kind's elimin8 and clean15 solutions to support infection control while maintaining clean, welcoming homes.

By harnessing seasonal menus, home-grown ingredients and inventive recipes, our chefs actively reduced food waste.



Care UK's environmental initiatives reach local communities through projects like the Biodiversity Garden, launched in the summer, which saw residents, families and local schools working together to boost biodiversity with pollinator-friendly plants and bug hotels.

Our Generations of Change campaign links care homes with primary schools to explore sustainability topics like recycling and climate change. Sustainability Champions lead local projects, from crisp packet recycling to energy-saving ideas.

By combining community engagement, supply chain improvements, and active colleague participation, we continue to reduce our carbon footprint.

Improving our service

We have continued to invest in training and tools that help our colleagues provide the highest standards of care. A big focus has been strengthening clinical skills across our teams, as well as reducing the risk of falls, carrying out Hear Well assessments, and other preventative assessments.

This has included developing and rolling out new training for colleagues in non-nursing homes and suites, to recognise small changes in residents' wellbeing earlier, and ensure that medical support and attention are given at the earliest opportunity. It enables residents to remain in their preferred place of care whenever possible.

Our Hear Well project provides colleagues with otoscopy training to identify issues such as earwax build-up or early signs of infection, which can prevent hearing loss. This training enables colleagues to refer residents to the right specialist for timely treatment. Maintaining good hearing is especially important for residents with dementia, as hearing loss can increase confusion and make communication more difficult.

We continue to support care homes in achieving Veteran Friendly accreditation through dedicated training. To earn this status, care homes must meet eight key standards, including recording residents' Armed Forces status in care plans, tackling social isolation, and connecting residents with appropriate support services, such as their local Royal British Legion branch and other charities supporting veterans and their families.

In 2025, 16 of our homes achieved Gold Standards Framework accreditation for exceptional end-of-life care, as well as VIPS, the externally recognised dementia care excellence assessment.



The VIPS framework was developed by the Association for Dementia Studies (ADS) at the University of Worcester.

Seacole Academy development

As part of our unwavering commitment to helping residents live fulfilling lives, we have introduced new learning resources through our Seacole Academy of Care and Clinical Excellence to support nursing and team leader colleagues in reducing hospital admissions and improving the delivery of nursing care.

An important addition to our Seacole Academy this year has been the introduction of revalidation workshops for registered nurses. These workshops provide a forum for nurses to continually develop their professional skills and knowledge, and support them in maintaining their registration with the Nursing and Midwifery Council, a requirement for all registered nurses practising in the UK.

New technologies

Stream (formerly Wagestream) continues to support colleagues with their finances. Of those enrolled on the Stream app, 87% feel more in control of their finances, 79% feel less stressed about money,

and 93% are positive about Care UK introducing Stream. We recognise the challenges of personal financial budgeting in the current climate and remain committed to supporting colleagues in this area.

To reduce the number of apps colleagues use, Stream can now also be accessed via Loop, our social media-style rostering and communication app for colleagues, which is in its second year.

Loop enables two-way communication and allows us to reach colleagues working in homes directly. It also offers a 'self-serve' approach to employment tasks like annual leave and rostering, making it convenient for colleagues with busy lifestyles.

This year has seen updates on improved navigation and the addition of groups. Loop also keeps colleagues informed with positive stories and our monthly newsletter, Fulfilling Lives, while also engaging them in initiatives like in-house Stars award nominations and our annual Over to You! colleague survey.

Focus on food

Our resident-centred dining experience

In 2025, Care UK celebrated a year of exceptional achievements, innovation and national recognition across our catering teams.

We know how important mealtimes are to residents, which is why we ensure every dining experience is person-centred, with menus shaped by individual needs and preferences. We're incredibly proud of our talented teams who continue to deliver outstanding service day after day.

Time to celebrate again

Our Kitchen teams have achieved another exceptional year with many receiving awards. We triumphed for a third time at the Public Sector Catering Awards, where Care UK was recognised with the prestigious Care Catering Award. To win was amazing, but three years in a row is testament to the incredible dedication and skill of our teams.

This award was the first of many: Mildenhall Lodge Head Chef Nick Georgiou won the Above and Beyond Special Award at the Care Home Catering Awards and Head Chef Alex Millichamp from Chandler Court was crowned Care Catering Hero at the National Association of Care Catering Awards (NACC). To see some of our colleagues recognised with awards individually makes us extremely proud – more awards on pages 37-39.

To deliver on our Dining with Dignity promise, we have supported our Kitchen teams by investing in new equipment, replacing Thermomix appliances with Robot Cooks as required to help them work more efficiently.

Our linen and towelling continue to provide a hotel-standard experience.

Maintaining high standards

In 2025, we remained focused on providing a consistent level of service using our brand standard guidelines, drawing on feedback from our resident and relative surveys to pinpoint the areas that matter most to you and your loved ones.

Our GoAudits system enables us to review both home standards and the mealtime experience for residents. It allows us to provide immediate feedback and offer follow-up support where needed, such as additional training. By working collaboratively with teams across our Support Centre, we can compare key themes from surveys with audit findings, helping us identify areas for improvement.

Taking innovation to the next level

We developed and innovated in the texture and taste of thickened drinks for residents who need them. This led to our launch of Next Level Tea – a groundbreaking, custom tea blend developed by our own Hotel Services team in collaboration with James Green, from Tea from the Manor, who brings extensive sector expertise. The tea is specifically designed to retain authentic taste and a smooth, palatable texture, while supporting safe hydration for residents who require thickened drinks.



Next Level Tea was created to address a long-standing challenge with thickened drinks, which can often lose their taste and appeal.

The range includes four great flavours, two of which are naturally decaffeinated, supporting hydration while catering to different preferences and wellbeing needs. All options meet internationally recognised IDDSI standards, ensuring they are safe for residents who require a modified texture diet due to swallowing difficulties.

Culinary talent under the spotlight

Our annual Chef of the Year competition returned this year, attracting entries around the country. The event offers a fantastic opportunity for chefs from

across the organisation to come together, share ideas, and showcase their culinary talent. The competition highlights the exceptional calibre of our chefs, with closely contested cook-offs that demonstrated their outstanding skills.

This year, we introduced a few changes to the competition format. Instead of receiving a mystery box on the day, the final six chefs were given a list of ingredients in advance, allowing them to incorporate local produce and fully showcase their creativity. We also added a drink to the menu, reinforcing the importance of hydration.

Development and progression

Our Chef Academy continues to be a great success. We currently have 40 colleagues working towards Level 2, 3 or 4 qualifications. Their passion and commitment to becoming the best chefs they can be is inspiring, and 28 chefs have already successfully completed their qualifications.

Some courses provide our second chefs with the skills and knowledge they need to progress into head chef roles, offering masterclasses nationwide and opportunities to network and exchange ideas.

We are now working with Lifetime, our apprenticeships partner, to integrate a focus on IDDSI. Another key priority is supporting the progression of our kitchen assistants. We are exploring ways to develop colleagues internally, recognising that their learning and dedication are vital both to enriching residents' lives and to their own career growth.

A whole-home approach is required to maintain high quality. Extending IDDSI training to our home managers, deputy managers and Quality team has been instrumental in ensuring homes understand what good looks like and exercising best practice. Having more colleagues aware of what is required for residents on a texture modified diet helps to drive the high standards we aim for in all our homes.

We believe all residents should be part of the dining room experience – that's why it's important to us that those dining in their rooms can experience the same level of service. So far, we have trained 150-plus homes on 'in-room dining' standards, covering preparation, food choice, service and mealtime assistance. With this framework in place, we can support residents to dine with dignity.



Highlights from 2025

Building an even stronger organisation to support more people than ever across the UK

Our dedicated teams ensure residents receive the best standards of care, reflected in excellent regulatory inspection results across the UK. By investing in colleague training, wellbeing and development, we maintain a skilled, stable workforce able to deliver exceptional care.

Alongside refurbishments, new homes and sustainability initiatives, we continue to build welcoming, thriving communities where residents feel supported, valued and able to live fulfilling lives every day.



to the highest quality of care.

It has been another successful year for regulatory inspections. This continued dedication to care quality would not be possible without our hardworking colleagues. Investing in their training and future development has seen us retain a higher number of colleagues than ever before, resulting in a stable, consistent workforce and familiar faces supporting residents in our homes every day. The investment in training has included NMC PINs for overseas nurses and courses for those wishing to move into management roles, making sure that their expertise can continue to be represented at deputy and home manager level.

We know that developing and empowering colleagues leads them to deliver better care. This year, we made sure pay was increased to help with the current cost

Care quality remains at the forefront of Care UK's priorities. All colleagues are dedicated to ensuring residents within residential, dementia and nursing suites have access

of living. Colleagues also received additional benefits through their free Blue Light Card membership and our Care UK Perks platform, with a special thank-you at Christmas. We also have more than 300 Mental Health First Aiders. They help colleagues across both our homes and Support Centre, making sure that they have easy access to support. This enables our teams to focus on maintaining their positive working environment, including their genuine friendships with residents.

Sustainability remains an important mission for everyone across Care UK, with 99% of our waste diverted from landfill last year, and a number of eco-initiatives rolled out or trialled.





As Care UK's estate continues to grow, it's crucial to make sure that our existing homes are still right for residents' needs. Our ongoing programme of investment into homes has meant several impressive refurbishments were completed this year, including Ambleside in Stratford-upon-Avon, Blossomfield Grange in Solihull, and Cranford Grange in Moberley.

The projects have seen significant upgrades to communal areas, including lounges, dining rooms and relaxation spaces, to ensure they are more spacious and dementia-friendly. With projects – big and small – taking place across Care UK homes every day, we



know how important it is to make sure residents are happy with their home.

We've welcomed many new homes to the Care UK family over the course of 2025, so we're pleased to be getting to know new residents and their loved ones. As well as around 100 homes previously operated by other providers, we also opened the doors on Long Stone Manor in Wilmslow to welcome in a new community.

With nine homes currently in construction, it means that over the coming years we will be able to support



even more new communities across the country. Our dedication to care quality and community outreach means that we can offer the best quality of care to those who need it.

Overall, we are very proud of the high standards we have achieved over the course of this year. Our continued growth means that we are building an even stronger organisation to support more people than ever across the UK. Teams are working closer together to make sure that residents live fulfilling lives.

Martin Friend, COO





Shining a light on our homes

Every day in a Care UK home is filled with enjoyment

Throughout 2025, Care UK homes were vibrant and active, hosting events for new visitors, celebrating history, playing their part in caring for the environment, and engaging with their local communities. Our highly trained teams design activities around each resident's individual interests and needs, ensuring everyone enjoys a meaningful lifestyle filled with experiences that reflect their personal preferences.



Celebrating our history

Honouring important events in history has always been important in our homes, and it was no different for the 80th anniversary of VE Day in May 2025.

More than 150 homes took part in commemorating the event, with Heathlands House in Cambridge welcoming BBC Breakfast to broadcast their celebration to the nation. Families, friends and members of local communities were invited to join. The home teams hosted everything from 1940s street parties, to visits to war memorials and museums, and secured the best live entertainment around.



VE Day was not only important to residents who are veterans, but also to those who have loved ones in the Armed Forces, past and present. This is one of the many reasons we are proud to be the care provider with the most accreditations for the Veteran Friendly Framework.

We embrace opportunities to celebrate the cultural diversity of our residents, with homes recognising and marking events such as Black History Month and the festival of lights, Diwali.



Residents take on Taskmaster

Seccombe Court residents in Banbury were visited by comedian Alex Horne, the creator of Channel 4's Taskmaster, for a series of (rightfully) bizarre challenges.

Four residents took part in the games, which included identifying everything related to pineapples and measuring time with their eyes closed. The final task involved building the tallest tower possible using spaghetti and marshmallows. Resident Christine took home the trophy, with Alex Horne calling it "perhaps the most memorable task session for me".



Changing the environment

Over the past few years, care home colleagues have worked with residents, relatives and their local communities to encourage ecosystems around the homes with the Biodiversity Garden project. Led by Care UK's Sustainability Champions – we have at least one in every home – the initiative saw residents sowing wildflower seeds, growing herbs, fruits and vegetables, and building bird feeders and bug hotels.

As well as encouraging growth in gardens, our Generations of Change initiative further promotes learning between care homes and schools. Most



Care UK homes have close relationships with their local primary schools, and intergenerational activity and learning is beneficial to all. By creating downloadable packs with resources for teachers, we have been able to bring classrooms and care homes together to work towards a more sustainable future.

Talking about dementia

Making dementia part of a national discussion and giving families the support they need has always been the aim of our annual Big Dementia Conversation. This year was no different, and we



are proud to have created a safe space to share experiences, explore the challenging symptoms of the illness, and encourage those who need it to find support within our free care home events or via our online advice hub. If you have any questions, you can search online for 'Care UK's The Big Dementia Conversation' to access our materials.

Getting creative

As well as taking day trips and sightseeing throughout the year, residents have also been getting creative by inviting artists, poets and historians into their homes.



Many homes supported community art projects this year – ranging from upcycling to storytelling.

Residents at Buchanan Court in Harrow turned old clothes into shopping bags for a community art installation encouraging reuse over waste, while those at Muriel Street in Islington contributed their 'Bird Song' origami and paper artwork to a local exhibition.

At Mountfitchet House in Stansted, everyone came together as part of the Legendary Essex project to learn about the county's legends and folklore. These



stories were used as a basis for their own art pieces and also allowed residents to speak about their personal histories.

Sandfields in Cheltenham welcomed renowned poet Jon Seagrave into the home for a six-week programme earlier this year. In association with the charity Poetry Cares, Jon encouraged residents to tell their stories every Tuesday afternoon and inspired some new wordsmiths to find their feet with poetry.



Fulfilling lives and wishes

Our Wishing Tree initiative is open to every resident. Whether it's fulfilling a childhood dream, rediscovering a favourite hobby, or trying something entirely new, our teams are always ready to make it happen.



You're under arrest!

97-year-old Maggie, well-known for her lively sense of humour and mischievous streak, often joked about what it would be like to experience being arrested. Putting together a criminally surprising plan with Maggie's family, Elizabeth Lodge colleagues enlisted the help of the Metropolitan Police. On the morning of Maggie's birthday, officers from Wood Green Police Station arrived at Elizabeth Lodge with a set of handcuffs and a spoof arrest warrant. Maggie gleefully smiled for the cameras as PC Benjamin Flint 'arrested' her with all the theatrics of a seasoned



law enforcement officer as she was 'charged' on the grounds of consistent speeding in her wheelchair.

Snow much fun

Margaret was delighted when her lifelong wish to ski for the first time was made a reality. She always enjoyed sport but had never had the opportunity to ski, so keen to make Margaret's dream come true, the team at Chandler Court reached out to Disability Snowsport UK at Tamworth Snowdome to arrange an unforgettable morning. The team took to the slopes with Margaret and even experienced the slalom!



Pitching up memories

Anne was transported back to the 1970s when she opened her eyes in Sway Place's garden, only to be greeted with a replica of her own former caravan parked up. The 1971 Sprite 400 was kindly gifted for the day by the National Motor Museum in Beaulieu and was set out ready for an afternoon tea – much to the delight of Anne and her closest friends. To complete the experience, residents enjoyed a delicious barbecue as they gathered around looking at old pictures of camping trips and caravan adventures while reminiscing about their own fond holiday memories.



Going full throttle

Two thrill-seeking residents from Mountfitchet House had their need for speed fulfilled as they took to the racetrack. Mavis, 85, and Margaret, 89, spent an afternoon at Langley Park Rally School, where they were driven at speeds of up to 70mph, taking on hairpin turns, drifting and doughnuts. The rally school was so touched by the residents' visit that it donated to Race Against Dementia, a charity that raises funds to support pioneering dementia research.



Up, up and away

In the 1980s, Chris from Ladden View secured a pilot licence at Bristol University Flying School. It sparked in him a love of the skies and he flew a single-engine plane for many years, with his favourite destination being the Severn Bridge. When the 80-year-old shared that he had fond memories of flying a plane in the past and wanted to do so once more, the care home team set out to make it happen. They organised a thrilling experience for Chris, taking him to Gloucestershire Airport to fly a plane with the help of Cotswold Aero Club.



Place your bets...

After learning that Laraine was itching to get back in the saddle and revisit a racecourse, the team at Ayton House were excited to make it happen. They organised a surprise trip to Fontwell Park for Ladies' Day, with Laraine dressed to impress and ready to soak up the atmosphere. As well as placing her bets, she enjoyed delicious food at the course restaurant and danced along to live music. The team at Fontwell Park welcomed Laraine back with open arms and even invited her to present one of the winner's trophies.



A fluttering encounter

When Rhoda, 91, told the team at Amherst House that she'd love to visit a butterfly sanctuary, they quickly got to work arranging a memorable trip to Sussex Butterfly Gardens. Rhoda has loved butterflies since she was a child. Over the years, she built up a collection of butterfly-themed clothes, jewellery and ornaments. Her room at Amherst House is dedicated to the delicate creatures. Dressed in her best butterfly-themed outfit, Rhoda toured the farm and also learned more about the various species of butterflies that inhabit it.



Back to school

Resident Elaine, 89, a retired secondary school teacher, was keen to reconnect with her past. The team at Dashwood Manor were eager to fulfil her wish of going back to the classroom, so arranged for her to return to Therfield Secondary School, where she worked for part of her teaching career throughout the 1960s and 1970s. After a special tour by headteacher Mr Malley, Elaine joined a textiles lesson, bringing back memories from her time as head of needlework. She ended the day having lunch with the students and headteacher, sharing stories of how the school has changed.



Flying high

Lynn, 76, from Abney Court took on a high-flying challenge at iFLY Manchester Indoor Skydiving Centre – determined to find out whether she still had the thrill of adventure in her later years. Describing herself as someone who is “always up for a challenge”, Lynn was all smiles on the day, donning a flight suit and helmet before being lifted into the air by powerful wind tunnels designed to simulate the freefall of a real skydive. While many might feel nervous, Lynn took it in her stride, waving confidently to cheering staff and instructors.



You'll never walk alone

Ritchie, 92, Jack, 79, and Gerry, 89, who live at Deewater Grange, were taken on a special tour of Anfield after they all expressed fond memories of their days watching football matches there. The trio were given a private tour of the stadium, making their way through the iconic trophy and changing rooms. The visit ended in the stands, giving everyone a stunning view of the legendary pitch.



All hands-on deck

It was all hands-on deck for a 99-year-old former sailor when her Newmarket care home arranged for her to hoist the sails one last time. When the team at Kentford Manor discovered Peggy's sailing past, they worked with The Woolverstone Project at Woolverstone Marina. On arrival, Peggy chatted with Operations Manager Graham Seabrook, sharing her story and lifelong love of sailing – noting that the most important thing for her was simply getting back on the water and feeling the sea breeze in her hair once again. As soon as she was on the boat, it was as if no time had passed at all and Peggy was able to decode Sonar and enjoy the waves.

Supporting our people

Investing in our colleagues and supporting them to thrive

Our homes are shaped by our people, so it's essential they feel appreciated, celebrated for their exceptional contributions, and empowered to build long-lasting and fulfilling careers.



Our colleagues are the beating heart of our organisation. They live our values every day, and their dedication ensures the best possible care for residents.

That's why we invest wholeheartedly in our people – enhancing benefits, strengthening wellbeing support, refining training and development, and using colleague feedback to shape positive change.

We are immensely proud that our sustained investment in our colleagues is delivering powerful results. Nearly three-quarters of senior manager roles have been filled internally over the last year, complemented by the return of former managers – a strong testimony to the strength of our culture and career pathways.

Our latest colleague engagement survey reveals rising satisfaction with leadership at all levels across our homes, reflecting the positive culture we're building and our commitment to developing the best leaders.

As well as investing in our commitment to the Real Living Wage, we're always exploring new and enhanced initiatives that reward and recognise our teams, such as Care UK Perks which offers high street discounts, health and wellbeing support, and travel incentives. Our digital Christmas voucher scheme rewards colleagues with the added flexibility to shop with hundreds of retailers.

This year's internal colleague survey showed huge improvement in how much colleagues appreciate the wide range of benefits available to them at Care UK.

By nurturing an environment that acknowledges hard work and dedication, and motivates and inspires colleagues, we empower everyone to make a difference to residents' lives each and every day.

Leah Pozo Queripel, Human Resources Director

Investing in our colleagues

We want our colleagues to thrive and believe everyone should have access to the support they need to maintain good mental health and wellbeing.

We now have more than 300 trained Mental Health First Aiders (MHFA) across Care UK. MHFAs and

home managers are invited to monthly forums, where we promote proactive engagement in wellbeing-themed events. We've seen some fantastic momentum over the past few months, celebrating events like Loneliness Awareness Week, World Mental Health Day, International Happiness at Work Week, and National Joke Day.

Colleagues have access to Wisdom, a newly launched app from our employee assistance programme, offering a wide range of wellbeing tools.

We've added support to the Wellbeing Hub for colleagues going through menopause and for those caring for loved ones outside of work.

With financial wellbeing in mind, we've adopted a digital approach to Christmas and long service vouchers to make the rewards more flexible, personal and beneficial – whether for a treat that makes colleagues feel good or to help with food and gift shopping during a costly time of year.

Recognition for a job well done

To ensure our success as an organisation, teamwork is fundamental and understanding colleagues' views

is key. In this year's colleague survey, an amazing 85% of our colleagues took the time to share their views on working at Care UK – their responses help us shape the future of our organisation.

Our annual Colleague Voice forums were marked by open, honest and constructive discussions. Champions from across the organisation shared feedback from their homes, and it's the insights and excellent ideas gathered at these forums that help us continue to improve.

Colleague feedback plays a vital role in driving positive change, and this year our focus has been on health and wellbeing. During Colleague Appreciation Week, our homes ran a range of fantastic initiatives, including sound therapy sessions, reflexology, massage treatments, uplifting messages of recognition, pamper hampers, and 'power hours', to name just a few.

Career growth and development

We are proud to see Care UK colleagues demonstrating their ambition. In 2025, more than 100 colleagues were promoted through our leadership programmes, and 85 joined our Future Deputy Manager programme.

Our e-learning programme continues to grow, with a range of new courses launched this year, including sexual harassment awareness. Virtual leadership training focusing on core skills has seen record attendance, reflecting strong engagement across the organisation. We have also introduced an e-learning champion pathway within our homes, providing colleagues with ongoing local support.

In addition, we launched a new Buddy Pathway on e-learning. With around 800 buddies across the organisation, this pathway helps ensure new colleagues receive a consistent, high-quality induction and support.

Induction training is reviewed biannually. This year, we launched both team training and performance reviews for line managers. Improvements to induction have boosted compliance to 96% – marking a significant 15% increase over the past couple of years.

On the podium

Another outstanding year of awards for Care UK and our colleagues

From individual accolades to group awards, recognition of the work that goes on at Care UK is testament to the belief we all share that every single colleague makes a difference to residents' lives.



We're thrilled to share the outstanding achievements in 2025 of our care homes, teams and individuals who have demonstrated exceptional dedication, innovation and compassion in the care sector.

Care UK has been recognised sector-wide as winner of the Care Home Group (Large) prize at the National Care Awards for the second time in a row. At the Palliative & End of Life Care Awards, our Gold Standards Framework (GSF) Programme scooped the Workforce Development Award.

Our campaign, The Big Dementia Conversation, won Best PR Campaign at the Silver Marketing



Association Awards, and was highly commended in the Best Social Media Campaign and Best Digital Marketing Campaign categories.

The Big Dementia Conversation was also awarded gold at the Stars of Social Care, proudly taking the Great Marketeer Award. Francine Summers, of Priors House, was also crowned Inspirational Care Home Manager (South & East of England).

At the Caring UK Awards, Manor Lodge was awarded South Care Home of the Year while Next Level Tea achieved recognition as the Best Initiative in Care.



Care UK's Wildlife Gardens Project won the Sustainability in Care Homes Award, and Operations Support Manager Valentin Catanescu was recognised as Leader of the Future at the Leaders in Care Awards.

At this year's Care Home Awards, Cleves Place won Outstanding Care Provider in a Care Home Group, while Chandler Court picked up the Best Nutrition, Food and Dining accolade. Weald Heights was recognised for Best Infection Control, and Amherst House for Best Staff Recruitment and Retention. Our Big Dementia Conversation campaign was highly commended in the Best PR, Advertising or Marketing category.



We also scooped the Care Catering Award at the Public Sector Catering Awards for the third consecutive year, highlighting our team's dedication to serving nutritious and innovative meals to residents. The National Association of Care Catering Awards saw Alex Millichamp of Chandler Court winning the Care Catering Hero Award. Nick Georgiou from Mildenhall Lodge was presented with the Above & Beyond Special Award at the Care Home Catering Awards.

Head of Health, Safety and Wellbeing Phil Clarke received the prestigious NASHiCS Safety in Care Awards for Championing Safety in Care.



Meanwhile, at the Hotel Housekeeping Honours, the team at Perry Manor won Care Home Team of the Year.

Murrayside was proud recipient of the Palliative & End of Life Care Practice Award at the Scottish Care Home Awards. The team at St Vincent's House picked up the National Activity Providers Association (NAPA) Award for Activity Team of the Year.

Individuals have also been celebrated for their outstanding contributions – Katie Whittington from Llys Cyncoed was the Dementia Care Home Worker



Award winner at the Dementia Care Awards. Gabriela Vasile from Ridley Manor was awarded the Care Hero prize by Caring Times Care Heroes. Maria Covington from Weald Heights was highly commended for the Social Care Superwoman Award at the Women Achieving Greatness in Social Care Awards.

Regional awards have also acknowledged our team's hard work – Liberham Lodge took home the Team of the Year – Large Provider Award at the Surrey Care Awards. Pedro Campos from Cavell Court received the Outstanding Leadership Award at the Norfolk Care Awards.



At Islington's Dignity Awards, Lia Smochina from Highbury New Park was recognised for Care Leadership. The team at Cedrus House was awarded Large Team of the Year at the Suffolk Care Awards, while Anning House received the Paul Greening Good Practice Award at the Dorset Council Awards. Riverside won the Diamond Award at the Cristal Care Awards.

At the East of England Great British Care Awards, Aine Burke and Diane Matthews from Kentford Manor became Dementia Carer Award winners and Care UK was highly commended in the Care Employer category.



These awards recognise the expertise and dedication of the Care UK family, and we're proud to support and develop our colleagues in their specialist fields.

Thank you for taking the time to read our review of 2025.

Contact us

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