



SOLEHAWK

CARE YOU CAN BELIEVE IN



Solehawk Gender Pay Report 2021: Published April 2022

At Solehawk we pride ourselves on offering a comfortable home away from home in each of our four homes, for all residents no matter the length of their stay. We offer state of the art facilities and our highly trained and qualified teams have the needs and care of their residents at the heart of everything they do.

Whether it be the challenges of the Coronavirus pandemic or whatever else comes our way, we strive to be an open and transparent employer; recruiting, retaining and rewarding our people based on ability and the desire to drive the very best experiences for our people and our residents.

For the 12-month period ending 5th April 2021, this Gender Pay Report comprises of data for all four Solehawk homes:

1. Ashton Court Care Home
2. Craigielea Care Home
3. Kenton Manor Care Home
4. Kenton Hall Care Home

Gender Pay Gap - The difference in pay between men and women

Mean Gender Pay Gap



2021: 8.8%
2020: 6.7%

Median Gender Pay Gap



2021: 0%
2020: 0%

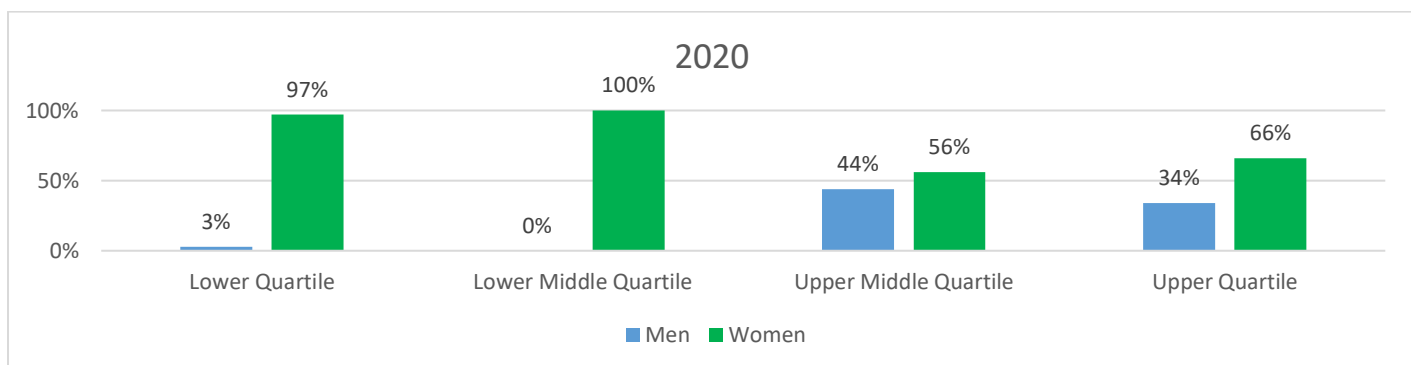
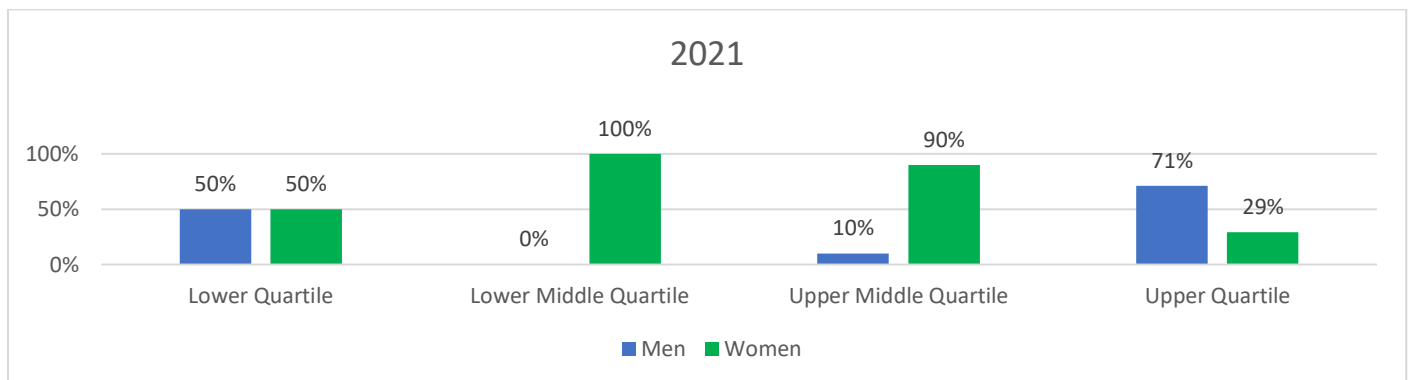
Gender Bonus Gap: The difference in bonus payments between men and women

	2020	2021
Mean bonus gender pay gap	0%	26%
Median bonus gender pay gap	0%	19%
% males receiving a bonus payment	0%	98%
% females receiving a bonus payment	0%	100%

For the 12-month period ending 5th April 2021, bonus payments related to two different types of bonus scheme:

- 1) Manager schemes relating to financial and service/quality measures. Payment is calculated based on specific measures and gender is in no way a factor.
- 2) Schemes for all staff, to recognise their hard work during the challenges of the pandemic. These were made to almost every individual (98% of males and 100% of females).

Pay Quartiles by Gender



Observations

Gender Pay Gap

Our Mean Gender Pay Gap remains modest (8.8%) and is impacted by a very small number of senior roles occupied by male colleagues. The fact that we again have no Median Gender Pay Gap is indicative of the consistent/ none gender bias application of pay levels across our workforce.

Bonus payments

Bonus payments were made in the 12-month period ending 5th April 2021 related to two core types of scheme; those for managers that rewarded performance based on financial/ care metrics, and those that recognised the hard work of all our people during the challenges of the pandemic. Whilst we did see a Mean and Median bonus gender pay gap of 26% and 19% respectively, calculations were based on a number of factors and gender did not play a part.

Pay Quartiles

Consistent with the wider demographic in the care sector, it is clearly apparent that the majority of our people are female. What's more, the vast majority of our male colleagues work in higher paid roles, with 40 of our 55 male colleagues (80%) working in Upper Quartile roles. We have however seen an increase in females occupying roles in the Upper Middle Quartile, shifting from 56% to 90% from 2020-21. Whilst the Lower Middle Quartile continues to be occupied entirely by females, we now have a far more diverse picture amongst Lower Quartile roles, with a 50%/ 50% split compared to 97% female in 2020.

We continue to support Home Managers and Deputy Managers with coaching, leadership development and training relating to care provision, quality assessment and governance. In addition, we continue to develop our care staff at all levels, with induction and training plans for all roles and the likes of the Assistant Practitioner programme providing an additional career path. We aim to grow our own people at all levels, regardless of gender.

Ways of Working and Monitoring

As a business, we continue to recruit, train, remunerate and engage our people regardless of gender.

Following Brexit (the end of free movement) and the Coronavirus Pandemic, the care sector continues to experience recruitment challenges however we continually strive forward and our team explore/ implement recruitment practices that aim to reach all corners of the jobs market (including 'hard to reach groups').

Our manager's bonus schemes are used to recognise and reward the efforts of our people and align specifically to governance, safety, and the experience of our residents. The schemes are applicable to managerial job roles and gender is not a factor when setting targets or enrolling managers.

To further support the career development of our people, 2021 and 2022 will see the continuation of opportunities for leadership development (at all levels), apprenticeships and other learning tools. These will be accessible for employees regardless of gender.

In addition to the above, we will:

- ✓ Incorporate unconscious bias (including gender) in our training that will be delivered to all hiring managers
- ✓ Monitor our Gender Pay Gap periodically, using calculations consistent with those used to generate this report

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