



# SOLEHAWK

CARE YOU CAN BELIEVE IN



## Solehawk Gender Pay Report 2022: Published 4<sup>th</sup> April 2024

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 Coronavirus pandemic or challenges associated with recessions and the cost of living, 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 5<sup>th</sup> April 2023, 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



**2023: 6.4%**  
**2022: 5.9%**  
**2021: 8.8%**  
**2020: 6.7%**

#### Median Gender Pay Gap



**2023: -10%**  
**2022: 0%**  
**2021: 0%**  
**2020: 0%**

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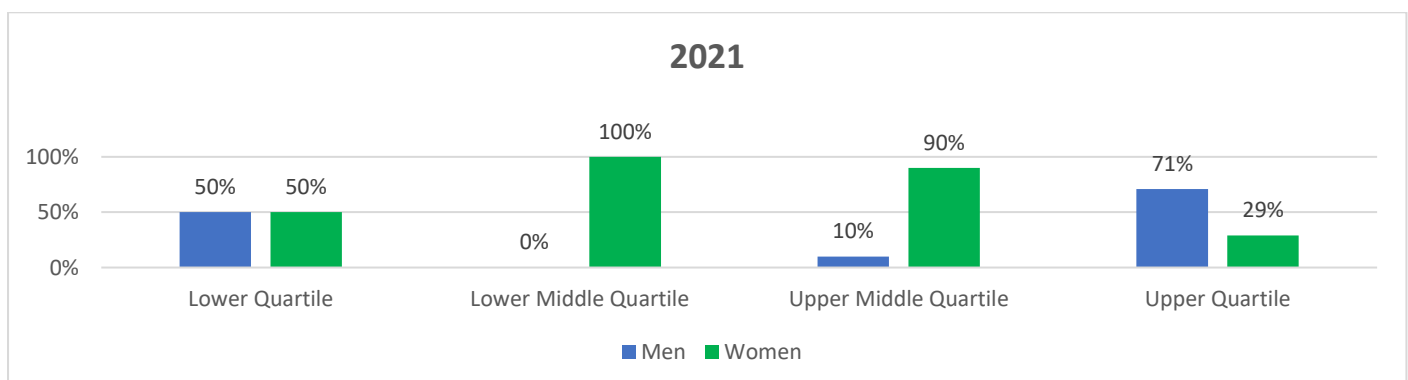
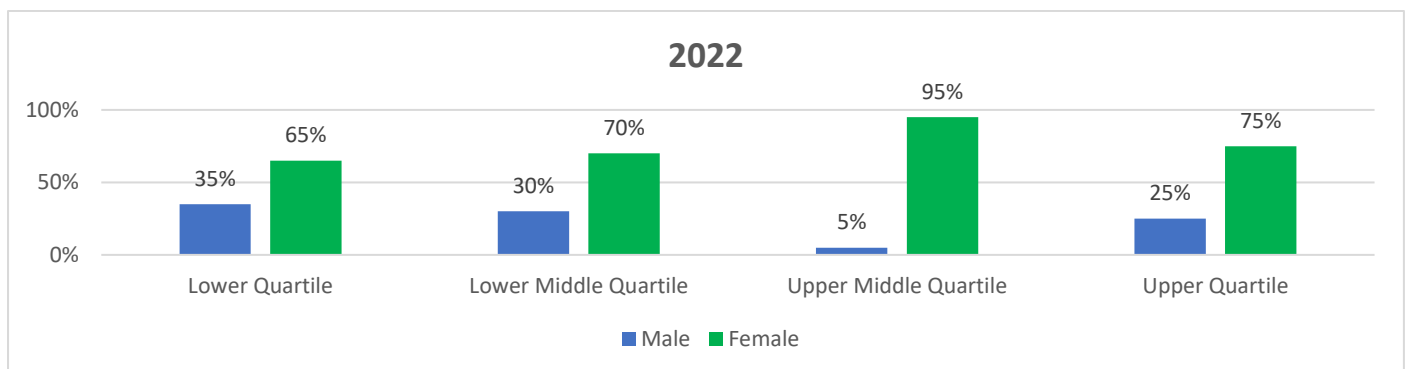
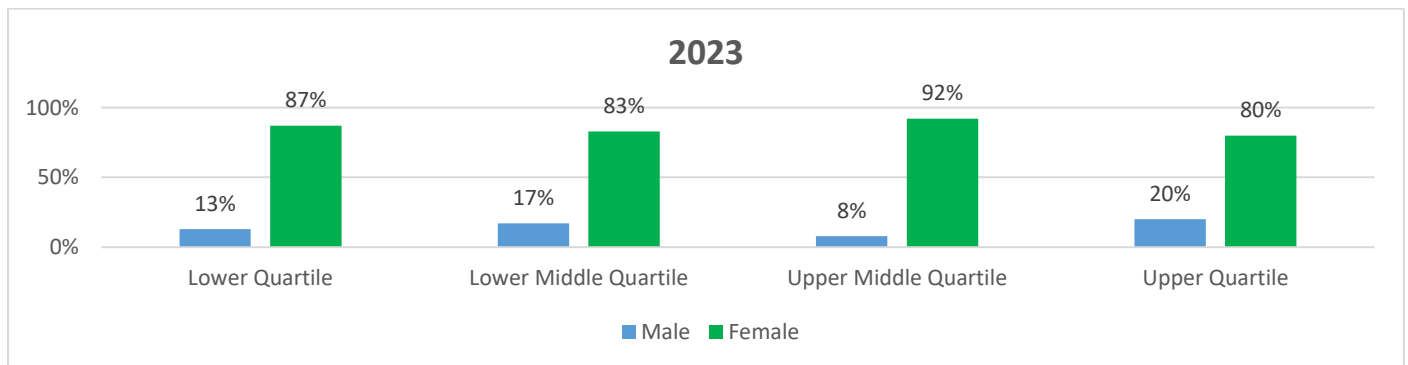
## Gender Bonus Gap: The difference in bonus payments between men and women

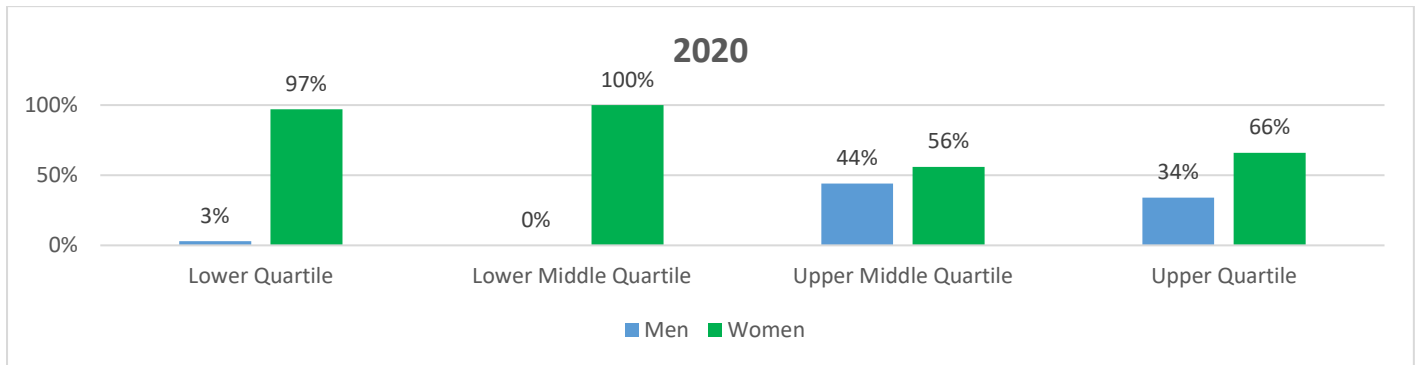
	2020	2021	2022	2023
Mean bonus gender pay gap	0%	26%	39%	68%
Median bonus gender pay gap	0%	19%	0%	0%
% males receiving a bonus payment	0%	98%	90%	52%
% females receiving a bonus payment	0%	100%	100%	42%

For the 12-month period ending 5th April 2023, 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 service or referring a friend to a vacancy.

## Pay Quartiles by Gender





## Observations

### Gender Pay Gap

Our Mean Gender Pay Gap remains modest (6.4% v 5.9% for the prior snapshot) and is impacted by a very small number of senior roles occupied by male colleagues. A median gender pay gap of -10% after 3 years at 0%, is indicative of the consistent/ none gender bias application of pay levels across the workforce.

### Bonus payments

Bonus payments made in the 12-month period ending 5th April 2023 related to two core types of schemes; those for managers that rewarded performance based on financial/ care metrics, and those that recognised service or referring a friend to a vacancy. Whilst we did see a Mean bonus gender pay gap of 68%, this is driven by a smaller number of senior individuals who are eligible for a scheme measured on financial/ care metrics. Gender did not play a part. As per prior year, the fact that we had no Median bonus gender pay gap is indicative of the consistent/ none gender bias application of bonuses across our workforce.

### Pay Quartiles

Consistent with the wider demographic in the care sector, it is clearly apparent that most of our people are female. In a positive development since 2021, the 2022 and 2023 snapshots show a far greater proportion of females in our more senior positions. The proportion of females occupying roles in the Upper Quartile has increased from 29% to 75% and then 80%. The proportion of females in the Upper Middle Quartile continues to be over 90%.

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. In addition, our apprenticeship programmes continue to prosper, with most of our apprenticeships occupied by females.

## 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), the Coronavirus Pandemic, and the challenges associated with recessions/the cost of living; 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, 2024 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

*Steve Massey*

**Steve Massey**  
**Operations Manager**