



# Handsale

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Gender Pay Gap Report 2018



# Introduction

## About Handsale

Founded in 1988, Handsale has over 30 years' experience in healthcare and currently operates eight care homes, all of which are located in the United Kingdom. Started as a family business all these years, our core values have not changed to this day – we believe that everyone has the right to dignity, respect and choice. Handsale promises the highest quality individual care.

Each Handsale care home is exactly that – a home. They are all situated in carefully chosen areas where our residents can continue to lead fulfilling lives while feeling confident and secure. All of our homes are run with an ethos based on quality, trust and support. We pride ourselves on being an integral part of each of the communities we serve.

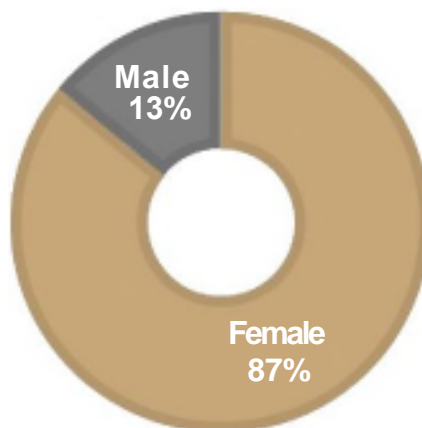
Clear, honest and easy communication is important to us in all our dealings. Our fully-trained professional staff play a crucial part in this. We currently employ around 400 staff/people, all of whom provide our residents with the friendly, personal and compassionate care they deserve, whilst also providing an environment in which both residents and their families feel safe, secure and happy.

Our managers are all experienced, skilled and caring. Each of them has an open-door policy should you have any questions or require further information.

But most importantly, we promise we will never let our standards slip. Here at Handsale we will never waver from our core values and will continue striving for better. That's what we'd want for our own loved ones, and it's no less than you should expect.

**Relevant employees at snapshot date: 378**

## Gender Balance:





# Report Methodology

## What is the Gender Pay Gap?

A gender pay gap is a measure of the difference in the average pay of men and women - regardless of the nature of their work - across an entire organisation, business sector, industry or the economy as a whole, it can be driven by the different number of men and women across all roles.

## What is Equal Pay?

The gender pay gap is different from an equal pay comparison, which would involve direct comparison of two people or groups of people carrying out the same, similar or equivalent job.

The audit is not simply a data collection exercise. It entails a commitment to put right any pay inequalities and this means that there should be involvement and support from managers within the organisation to deliver necessary changes.



At Handasale we are using different approach to rigorously test the fairness of our pay system through a variety of different tasks by analysing the required cross-sections of our organisation.

These include probing the pay differences between males and females for hourly pay and bonuses.

The output of this analysis indicates where, if at all, any risk and potential exposure exists. Additionally, it supports steps 2 and 3 below and simplifies the ongoing monitoring. For both males and females, the essential features that have been analysed in this report are the base hourly full pay rates and bonus payments for all relevant employees.

## The outcomes provided through our analysis highlight:

- The differences in mean hourly pay
- The differences in median hourly pay
- The differences in bonus payments
- The distribution of bonuses to male and female employees
- The percentage of male and female employees in each hourly rate quartile.

## In our conclusions you will find:

- An illustration of any gaps or risks that exist
- Access to telephone advice and support

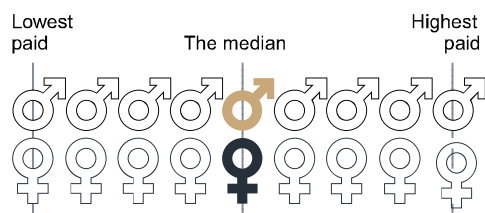


# Report Methodology

## How are the Median Gaps Calculated?

Using the calculations set out in the gender pay gap reporting regulations, we have taken pay data from our entire business and includes many different roles that bring a variety of rates of pay.

Imagine if all employees stood in two lines (male and female) in order of lowest hourly rate of pay to highest. The median gender pay gap is the difference in pay between the female employee in the middle of their line and the male employee in the middle of their line.



## How are the Mean Gaps Calculated?

The mean gender pay gap shows the difference in average hourly rate of pay between men and women. This is also affected by the different numbers of men and women in different roles.

## Bonus Payment Calculations

Bonus pay includes any additional pay relating to profit sharing, productivity or performance, when in the form of money or vouchers.

Both median and mean calculations are carried out when comparing bonus pay over a twelve month period. The proportion of men and women awarded any bonus pay over that period is also reported.

## How are the Pay Quartiles Calculated?

As part of the gender pay report, we also show the percentage of men and women in each pay quartile.

Quartiles are calculated by listing the rates of pay for each employee across the business from lowest to highest, before splitting the list into four equal-sized groups and calculating the percentage of males and females in each.

## What's Included in our Calculations?

Calculations of mean and median pay and of quartile pay bands are based on data from April 2018 only, including ordinary pay and bonus pay.

Ordinary pay is not limited to basic pay, but also includes other types of pay such as pay for leave and shift premium pay. It doesn't include pay for overtime, pay relating to redundancy/termination of employment, pay in lieu of leave or the value of benefits which are not in the form of money.

# Analysis of Results

## Summary

- The mean hourly full pay gap is **5%** and the median hourly full pay gap is **7%** – both in favour of the male workforce
- The mean bonus pay gap is **-85%** and the median bonus pay gap is **-82%** – both in favour of the female workforce
- **2%** of all relevant males and **1%** of all relevant females received a bonus payment in the twelve months preceding the snapshot date

## Pay – Hourly Rate

The difference between men and women.

|                | Median    | Mean      |
|----------------|-----------|-----------|
| All            | £7.91     | £9.55     |
| Female         | £7.91     | £9.49     |
| Male           | £8.54     | £9.98     |
| <b>Pay Gap</b> | <b>7%</b> | <b>5%</b> |

## Pay Quartiles

Total distribution of male and female employees by hourly pay quartile

|                       | Male | Female |
|-----------------------|------|--------|
| Upper Quartile        | 16%  | 84%    |
| Upper Middle Quartile | 14%  | 86%    |
| Lower Middle Quartile | 10%  | 90%    |
| Lower Quartile        | 13%  | 87%    |

## Bonus Pay

Bonus pay difference between men and women.

|                | Mean Bonus  | Median Bonus | Number receiving a Bonus | % Bonus Distribution |
|----------------|-------------|--------------|--------------------------|----------------------|
| Female         | £13,250.00  | £11,000.00   | 2                        | 1%                   |
| Male           | £2,000      | £2,000       | 1                        | 2%                   |
| <b>Pay Gap</b> | <b>-85%</b> | <b>-82%</b>  |                          |                      |

# Conclusions

This summary is based on data for **378 employees** across **7 operating sites**.

## Operating Sites Reported

- Bierley Court Care Home
- Silver Trees Care Home
- Shakespeare Court
- Swn Y Mor Care Home
- Treelands Nursing Home
- Colne Place Residential Home
- Head Office

## What do the Results Show?

These are mainly resident facing roles with office-based roles for head office. On a mean basis, the overall gender pay gap (as at April 2018) is 5%.

On a median basis it is 7% this is because our care homes employees are predominately female, with the workforce being 86% female. This profile reflects the nature of the social care sector.

The main cause of the overall gender pay gap is that there are more women than men in the lower paid roles. There is significant bonus gap because female employees were in the senior management roles, which receive higher bonuses.

We practice equal opportunities, we firmly believe in appointing the best candidate into the role regardless of their gender or other factors covered by equality Act.

We believe our gender balance will change as we will address all aspects of diversity.