

**Sonas Nursing Homes  
Management Company Ltd.**



GENDER PAY GAP  
**REPORT**  
2025

---



We are pleased to share  
Sonas Nursing Homes  
Management Company Ltd.  
Fourth Gender Pay Gap  
report.



## INTRODUCTION

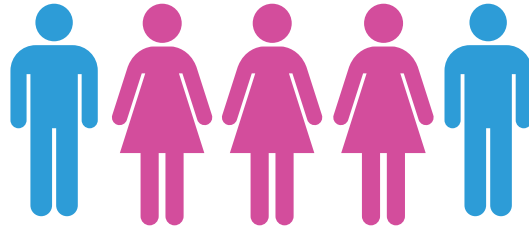
At Sonas Nursing Homes Management Company Ltd., we are proud to embrace and promote gender diversity across our workforce. While the healthcare sector has traditionally been more female-dominated, we recognise the importance of fostering a balanced and inclusive environment where all genders are equally represented and valued. We continue to welcome opportunities to enhance gender diversity and inclusion throughout our organisation, particularly as our workforce and leadership teams evolve.

This report covers the 2025 reporting cycle, using a snapshot date of 19 June 2025. It has been prepared in line with the Gender Pay Gap Information Act 2021, which requires organisations to publish details of their gender pay gap across a range of key metrics.



Mean Hourly Remuneration  
Median Hourly Remuneration  
Quartile Pay Bands

# INTRODUCTION CONTD



At Sonas Nursing Homes Management Company Ltd. we take pride in fostering a workplace that embraces diversity, equality, and inclusion in every aspect of our operations.

Our workforce represents a wide range of cultures, backgrounds, and experiences a true reflection of the communities we serve and a source of strength within our organisation.

In 2025, we were honoured to receive the Investors in Diversity Bronze Award accreditation, recognising our ongoing commitment to creating an inclusive workplace where every employee feels respected, supported, and valued. This achievement highlights the meaningful progress we have made in embedding diversity and inclusion into our culture, policies, and practices.

We remain dedicated to building on this success by continuing to promote a positive, inclusive environment that empowers all employees to reach their full potential. Our Mission, Vision, and Values reinforce this commitment – guiding us to act with integrity, respect, and fairness in everything we do.

# DATA AT A GLANCE

As of 19th of June 2025, there were 309 employees in Sonas Nursing Homes Management Company Ltd.

183 Full-Time, 119 Part-Time, 7 Casual Staff.  
74% Female 26% Male

Results of the Gender Pay Gap calculations for staff employed between 18th of June 2024 to 19th of June 2025 are as follows;

Mean  
Hourly  
Remuneration

Full-Time - 16.78%  
Part-Time - (-)3.74%  
Casual - 0%

Between the average hourly rate of pay of male and female employees

Median  
Hourly  
Remuneration

Full-Time - 1.26%  
Part-Time - 0.04%  
Casual - 0%

Between the median hourly rate of pay of male and female employees

Gender Pay Gap reporting differs from equal pay, which ensures men and women receive the same pay for the same work under the Employment Equality Act.

The Gender Pay Gap measures the average **difference in hourly earnings between male and female employees** across the organisation.

At Sonas Nursing Homes Management Company Ltd. this difference reflects the workforce composition rather than unequal pay. As a healthcare provider, we employ a higher proportion of female nurses and healthcare assistants, which aligns with industry trends and naturally impacts our overall gender pay gap results.



# GENDER DATA

## EXPLANATION & ANALYSIS 2025

As of 19th of June 2025, there were 309 employees in Sonas Nursing Homes Management Company Ltd.

74% Female , 26% Male

### QUARTILE PAY BANDS

The table below shows the distribution of our male and female employees (each pay quartile represents 25% of our total workforce ranked by pay rates)

	MALE	FEMALE	TOTAL	<u>% MALE</u>		<u>% FEMALE</u>	
				<u>2024</u>	<u>2025</u>	<u>2024</u>	<u>2025</u>
Q1	22	56	78	21.30%	28.21%	78.70%	71.79%
Q2	15	62	77	29.63%	19.48%	70.37%	80.52%
Q3	26	51	77	28.44%	33.77%	71.56%	66.23%
Q4	16	61	77	25.96%	20.78%	74.31%	79.22%
TOTAL	79	230	309				

Q1 - Lower Remuneration

Q2 - Lower - Middle Remuneration

Q3 - Upper - Middle Remuneration

Q4 - Upper Remuneration



# GENDER DATA

## EXPLANATION & ANALYSIS 2025

As of 19th of June 2025, there were 309 employees in Sonas Nursing Homes Management Company Ltd.

74% Female , 26% Male

## QUARTILE PAY BANDS

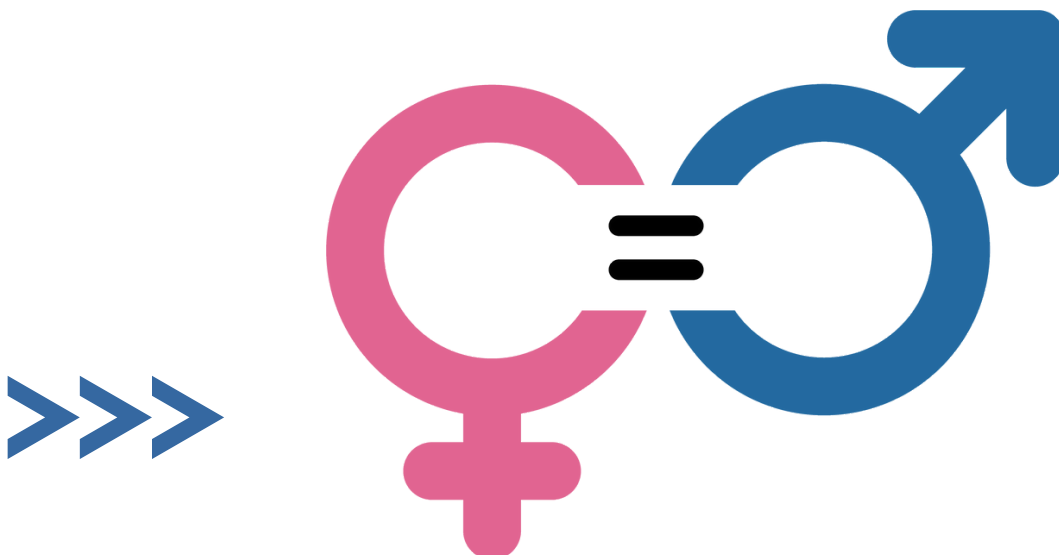
### EXPLANATION

The quartile pay band data continues to show a significantly higher proportion of female employees compared to male employees.

This reflects the overall composition of our workforce, which remains predominantly female. The Nursing and Caring sector has traditionally been female-oriented, both in education and in professional practice, and this trend is consistent across the wider industry.

At Sonas Nursing Homes Management Company Ltd., we remain confident that male and female employees are paid equally for performing equivalent roles across our service. Pay rates are determined by the nature of the role, contracted hours, premium rate hours worked, and individual entitlements, rather than by gender.

Sonas continues to offer clear opportunities for growth, development, and pay progression. These are achieved through ongoing professional development, further education, and the accumulation of relevant experience within the sector.



# GENDER DATA

## BONUS & BIK REMUNERATION

In 2025, Sonas Nursing Homes Management Company Ltd. awarded long service bonuses to employees who reached 5, 10, 15, 20, and 25 years of service.



Mean  
Bonus  
Remuneration

Difference- 33.8%

Between the average Bonus Payment received of male and that of female employees

Median  
Bonus  
Remuneration

Difference - 0%

Between the median Bonus Payment received of male and that of female employees

Explanation

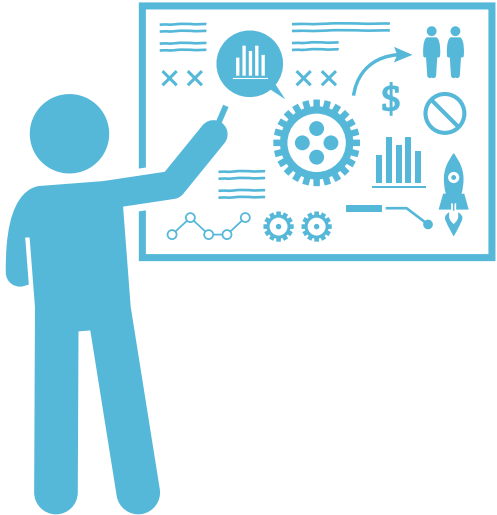
Bonus paid to employees who reached 5,10,15,20 & 25 years service in 2025.

### Why do we have a Gender Bonus Pay Gap?

The gender bonus pay gap this year shows a higher mean bonus for females, while the median bonus remains equal between males and females. This difference primarily reflects the composition of our workforce, where 78% of employees are female. As healthcare roles are predominantly held by women, this demographic balance naturally influences the overall distribution of bonus payments, resulting in a higher average (mean) bonus for females.



# OUR ACTION PLAN



## GENDER BALANCE ACTION PLAN

Ways to help close the Gender Pay Gap for the years ahead;

### Leadership Development & Progression

Sonas will continue to promote gender balance at all levels by supporting the progression of women and men into leadership roles. In 2026, we will expand access to leadership training, mentorship programmes, and succession planning initiatives to ensure equal opportunities for advancement.

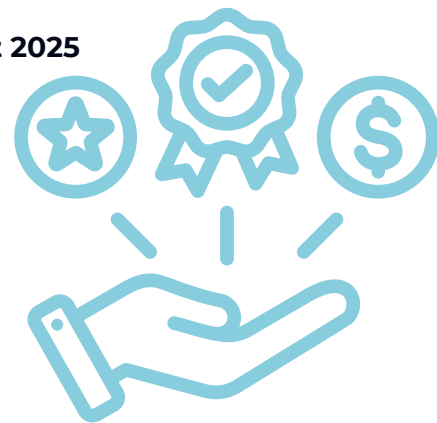
### Recruitment

This year, we will focus on broadening our recruitment reach to attract a wider range of candidates across all roles, including management and support positions. We will continue to promote inclusive job advertisements, structured interview processes, and gender-balanced shortlists to support fair and transparent hiring practices.

### Education, Awareness & Inclusion

Sonas Nursing Homes Management Company Ltd. are committed to enhance awareness of diversity, inclusion, and gender equity through targeted training, awareness campaigns, and ongoing communication. We will continue to build a workplace culture that values respect, equality, and inclusion across all homes and support functions.





# CONTINUED ACTION

## AT SONAS NURSING HOMES MANAGEMENT COMPANY LTD.

All Sonas Nursing Homes Management Company Ltd. employees are entitled to avail of our Employee Benefits which include:

- Tax Saver Schemes (bus/rail/bike to work)
- Free Meals whilst on duty
- Paid Mandatory Training
- Refer a Friend Bonus
- Employee Assistance Programme
- Continuous Professional Development
- Free On-site Parking
- Long Term Service Award
- Sonas Value Awards

At Sonas Nursing Homes Management Company Ltd. we remain open to new ideas on how we can further support the diverse needs of all our employees, both male and female. Our goal is to empower every member of our team to be part of this ongoing journey toward equality and inclusion, and we welcome any suggestions or feedback to help us achieve this.

We are committed to continuously improving our workplace practices to ensure that Sonas remains an inclusive, supportive, and equitable environment for everyone.

# LOOKING AHEAD



Sonas Nursing Homes Management Company Ltd. remains committed to fostering transparency, equality, and inclusion across all areas of our organisation. We will continue to promote a culture where every employee, regardless of gender, has equal access to opportunities for growth and development.

In 2026, we will maintain regular reviews of pay structures to ensure they remain fair, transparent, and competitive within the healthcare sector.

A key focus for the year ahead is strengthening our succession planning framework. We will continue to invest in the development of internal talent to ensure a gender-balanced approach in leadership and advancement opportunities.

At Sonas, equality is embedded at every level of our organisation. Both male and female employees have equal opportunities to progress their careers, based on their skills, qualifications, and commitment to our shared values.

