

Gender Pay Report 2018 | Portman Healthcare Ltd

At Portman, we believe in creating and retaining a diverse and gender balanced workforce which reflects the customers and communities we serve.

Although we have experienced some positive trends since our last report, as with other organisations in the dentalcare sector we continue to carry a larger gap than we would like between the pay of men and women.

We have made positive efforts to create balance amongst colleagues and we recognise that the changes we make will take time to be reflected in the gender pay reporting figures.

About the gender pay gap

The gender pay gap is measured on 5th April each year.

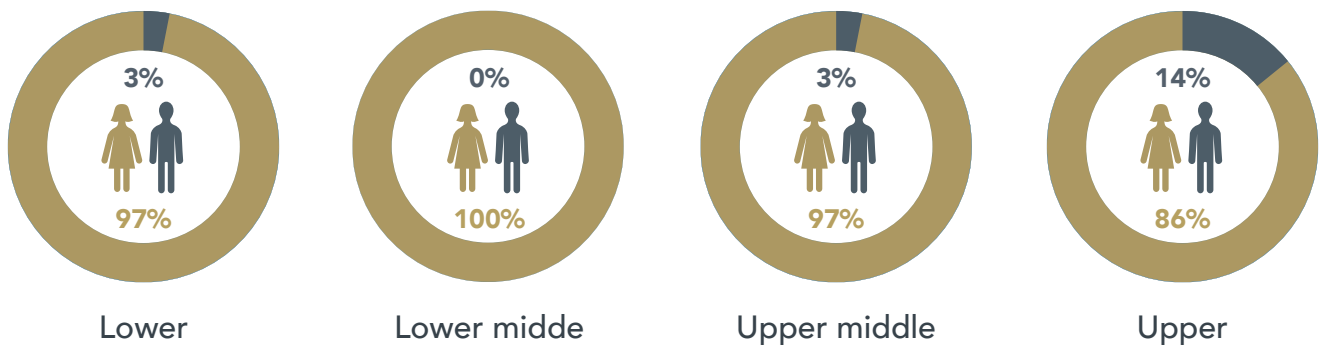
The gap is the difference in the hourly rate of pay between male and female employees, expressed as a % of the hourly rate of pay of the male employees. The mean is the total of all hourly rates, divided by the number of employees. The median is the middle value of all hourly rates, when ranked.

Gender pay is different to equal pay, which requires that women and men receive equal pay for equal work. Where similar roles are performed in our organisation, there is no gap.

Pay Quartiles

On 5th April 2018, Portman had 905 employed colleagues with an overall gender split of 5% (men) and 95% (women).

The following charts show that we have more men in higher paid roles than women.



Gender Pay and Bonus Gap

By having more men in higher paid roles than women, this results in a gender pay gap. At the time of reporting we had a mean gender pay gap of 52% and a median (middle) gender pay gap of 41%. The mean gender pay gap has reduced by 8.1% since reporting at the same point in 2017 while the median has increased by 3.2%. The Gender bonus gap remains largely unchanged.

Difference between men and women	Mean (average)	Media (middle)	2017 Mean (average)	2017 Median (middle)
Gender Pay Gap	51.9%	41.2%	60%	38%
Gender Bonus Gap	96.4%	79%	96.4%	76%

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What is driving our Gender Pay Gap

- In the year that has passed since our first report in 2017 and the time of reporting in 2018, 50% of senior management roles were offered to and accepted by women. However, despite this, women continued to be under-represented at the highest level of the organisation. In the last 6 months we have made our first female appointments to the Executive team and these will be reflected in our next gender pay report, the data for which will be collected in April 2019.
- At the time of reporting, only 5% of our colleagues were male and 46% of these worked in our central support office. Only 2% of our males worked in nursing and practice positions and we need to continue our efforts to attract males to these occupations.
- On this basis 98% of our practice positions were undertaken by women, where flexible and part time positions have been particularly attractive. At the time of reporting, 80% of our total workforce (724) were part time and 68% (571) of our practice colleagues were working part time or flexibly. The ability to offer part time and flexible working not only fits with the needs of our colleagues, but also with the needs of our business and we will continue to offer these arrangements wherever we can.
- Finally, our business grows through acquisition. The members of the Mergers and Acquisitions Team, of which 67% were male at the time of reporting, are remunerated with performance related bonuses for successful acquisitions. During the period in review from 06 April 2017 to 05 April 2018, we acquired 24 new practices.

Our commitment to making a difference

We have already started to address some of the reasons for the gap, but seeing the results of this will take time as the reporting will always lag behind the activity.

For example, half of the recent appointments to the M&A team have been women. However, due to the way the bonuses are calculated and paid, the impact on the bonus gap is unlikely to be felt in our gender pay reporting until 2020 at the earliest.

Our strategy for addressing our Gender Pay Gap remains unchanged and we remain committed to the following:

Attract and nurture the widest possible talent pools

- Develop our internal talent and encourage internal applications for senior positions to encourage an even distribution of males and females across the business.
- Ability and experience will continue to be the most important indicators of candidate's suitability for vacancies. However, where there is nothing to distinguish between candidates, it may be considered appropriate for gender to be utilised as a determining factor in the final decision in order to achieve a more even representation.
- Monitor the number of male and female candidates applying to our vacancies in order to identify and analyse trends which may influence how vacancies are marketed.

Make inclusion a normal part of who we are and what we do

- Ensure our values and behaviours are fully embedded into our recruitment processes, and hire people who have a natural respect for diversity.
- Make sure that we minimise unconscious bias through training, and that every policy, procedure and piece of line manager guidance encourages inclusive ways of working and reinforces the Portman way.

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- Incorporate a gender pay gap analysis into our salary review processes to ensure it's a constant consideration across our business rather than an annual event.
- Ensure flexible working practices are not considered a barrier to functioning in senior roles.
- Continue to invest in and develop an apprenticeship programme as a method of attracting new talent, especially from underrepresented groups, to dentistry.

I confirm that the information in this report is accurate and fulfils the requirements of the regulations.



Sam Waley-Cohen
Chief Executive Officer
March 2019