

Gender Pay Report 2017 | Portman Healthcare Ltd

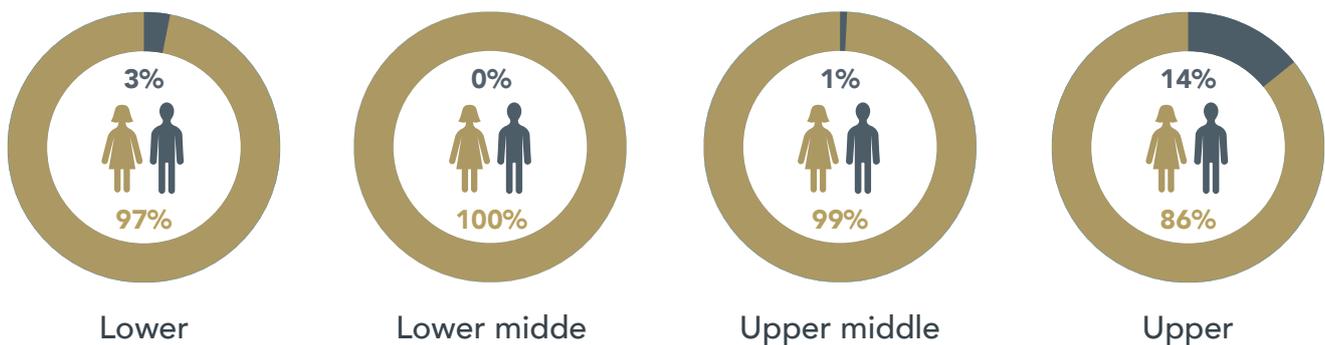
At Portman, we believe in creating and retaining a diverse and gender balanced workforce, which reflects the customers and communities we serve, but we recognise this is a challenge when the sectors workforce is 85% female. Nonetheless, we strive to achieve this across our organisation by attracting more men into dental nursing and customer facing positions, and more women into senior level positions.

It is important to note that Gender Pay Gap is different from 'equal pay'. Equal pay is the difference in pay between men and women who carry out the same or comparable jobs. At Portman, men and women in like-for-like positions are remunerated equally.

We are committed to using this opportunity to look at how we can most effectively tackle the gap which exists, because we want to give everyone, men and women, working at Portman the opportunity to be their best selves at work.

Pay Quartiles

In 2017, Portman had 577 employees, with an overall gender split of 5% (men) and 95% (women). The following charts show the proportion of men and women in each pay quartile:



Gender Pay and Bonus Gap

We have a mean (average) gender pay gap of 60% and a median (middle) gender pay gap of 38%. This is driven by +95% of our practice roles being female while our senior management is +80% male.

Difference between men and women	Mean (average)	Media (middle)
Gender Pay Gap	60%	38%
Gender Bonus Gap	94%	0%*

*because less than half of males receive a bonus

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What may be driving our current Gender Pay Gap

- Women are under-represented at the highest level while a high number of our practice positions are undertaken by women, where flexible and part time positions have been particularly attractive.
- Currently, 78% of our workforce are part time (448 people), and we are proud to be able to offer such a large number of flexible positions.
- 98% of our practice colleagues are female, and over 82% work part time and flexibly, which is important to them and us. They are the energy behind our fantastic customer experience in practices. Eradicating that flexibility would reduce our gap but wouldn't be authentic, or the right thing to do.
- Only 5% of our workforce are male, and a large proportion of these work in our central support office or in practice management positions (78%), meaning 22% of our male's work in our nursing and practice positions.
- Our business grows through acquisitions and our relevant team members, receive an acquisition bonus for each acquisition. During 2017, we acquired 21 new practices.

Our commitment to making a difference

We have already started this process but getting to where we want to be will take time. Our strategy to addressing our Gender Pay Gap will be underpinned by 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.
- 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 enforce effective escalation channels to allow the company to proportionately address inappropriate behaviour.
- Continue to invest in and develop an apprenticeship programme as a method of attracting new talent to dentistry.