

## Gender Pay Report 2020 | 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 reporting began, 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.

We recognise this is a long term challenge when the dentalcare sector workforce is 85% female.

Nonetheless, we strive to achieve this across our organisation by taking actions including; attracting more men into dental nursing and customer facing positions, and more women into senior level positions.

### About the Gender Pay Gap

The Gender Pay Gap is measured on 5th April each year.

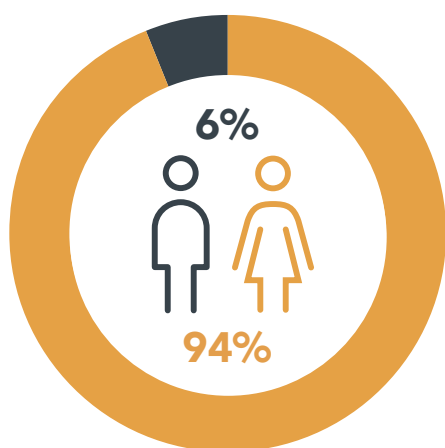
The gap is the difference in the hourly rate of pay between male and female employees, expressed as a % of the hourly rate of pay of the male employees. The mean is the total of all hourly rates, divided by the number of employees. The median is the middle value of all hourly rates, when ranked.

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 pay gap.

### Gender Split

In April 2020, we had 1751 employees, with an overall gender split of 94% female and 6% male.

This is an increase of 514 employees compared to the previous year and a small increase in the employment of proportion of males to females by 0.1%.



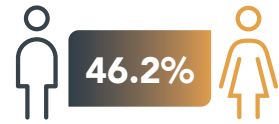
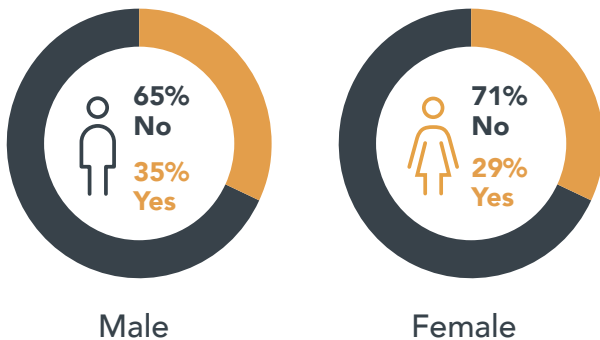
### Gender Split

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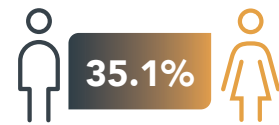
### Gender Pay

We have continued to reduce the Gender Pay Gap, however, we recognise that while we employ both men and women in the organisation, men tend to be employed in more managerial and technical specialist roles which are more highly paid. We have significantly fewer men in lower paid roles which are typically within our dental practices.

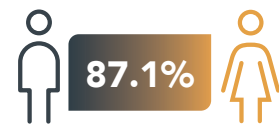
#### Men and women receiving a bonus



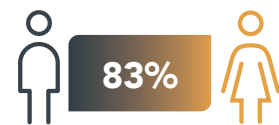
Mean pay gap



Median pay gap



Mean bonus gap

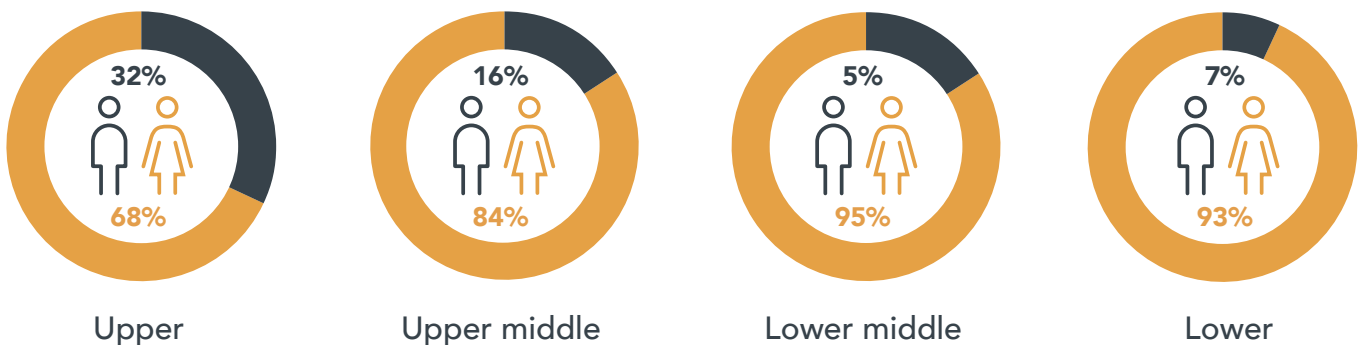


Median bonus gap

### Pay Quartiles

The following charts show that we continue to have more women than men in every pay category and that men have joined the company in every pay category except the lower quartile. Please note the quartile differences reflect the number of Full Pay Relevant employees during the snapshot data period which was affected by furlough.

#### Quartiles by gender



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### What is driving our Gender Pay Gap?

#### Pay

We employ both men and women in our central functions, providing executive, managerial, and specialist technical skills such as marketing, finance, mergers and acquisitions etc and our demographics show more men in this part of the business which are typically more highly paid. Our dental practices tend to employ mainly women where we also typically see comparatively lower paid roles.

Within the industry the roles within practices predominantly attract more women than men i.e. dental nurses, receptionists.

A significant proportion of our practice colleagues were furloughed during the snapshot date and therefore were excluded from the reporting. Furloughing of colleagues predominately affected our practice colleagues, but also some colleagues in our central functions. This may have affected the data and we will have further visibility in 2021.

#### Bonus

- One of the ways our business grows is through a practice acquisition strategy. The mergers and acquisition (M&A) team is predominately made up of males and all the team is incentivised through performance-related bonuses for successful acquisition activity. During the period between April 2019 and April 2020, we acquired 42 new practices.
- Our practices are also incentivised through an annual bonus but these bonus targets were not achieved in many practices across the business during 19/20 year. This resulted in fewer employees receiving a bonus than other financial years. Those who did receive a bonus were in more central function roles and these typically attract more men in higher paid salary roles.
- Despite the lower proportion of men in the business, 34.8% of men received a bonus compared to 28.7% of women. Again this is due to the roles within central functions that received a bonus during the 19/20 year and men being employed within these roles and receiving high payments due to their level within the business.

#### Workforce demographics

- At the time of reporting, only 6.39% of our colleagues were male and 57.5% of these worked in our central support office.
- Within our practices approximately 3% are male colleagues.
- We employ approximately 92% of our colleagues within our practices which attract a higher proportion of women to these roles.
- Part time and flexible working is available in both our central support and practices. At the time of reporting, 61% of our total workforce worked part time hours (39% full time). In contrast 76% of men worked full time hours compared with 36% of women. This is an increase from 2019 reporting and due to the expansion of central functions which have attracted more full time working colleagues. We continue to offer part time and flexible working and this 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 to all colleagues and at all levels. Since Covid, the business has seen the benefits where possible for colleagues of remote and home working and we continue to offer these arrangements. While there has been a move towards more hybrid working, we continue to support remote working arrangements which has seen both all colleagues benefit and create greater work / life balance.

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### Significant progress

#### Senior roles

- We have continued to see an increase in females employed in senior roles.

#### Our commitment to making a difference

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

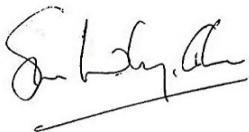
#### Attract and nurture the widest possible talent pools

- Develop our internal talent and encourage internal applications for senior positions to encourage an even distribution of males and females across the business.
- 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.
- Review our bonus and salary processes and structure to ensure we offer fair and competitive pay.

#### 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 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 | October 2021 (2020 Gender Pay Gap Year)