

Gender Pay Report 2021 | 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. Equality in all its forms is important to us and while the specific focus here is on our Gender Pay Gap, we treat all forms of diversity and inclusion with equal importance.

Since we began reporting Gender Pay Gap figures four years ago, we have experienced some positive trends, however, as with other organisations in the dental sector we continue to carry a larger gap than we would like between the pay of men and women. Much of this is related to the gender biased structure of our workforce where, in common with the rest of the dental industry, men are very under-represented in employed practice roles with 97% of dental nurses and receptionists being female.

Overall, the workforce in the dentalcare sector is 85% female.. We recognise creating a better gender balance among this workforce is a long-term challenge and while we have made positive efforts to create more balance this will take time to be reflected in the gender pay reporting figures.

Nonetheless, we strive to achieve better balance across our whole organisation and have achieved some significant progress towards this with the appointment of our first female Executive and Board member in 2019 and our Senior Leadership Team is 50% female.

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Some of the actions we have taken include improving our pay offering for nurses who often are in the lower quartile pay band of roles within our group, introducing enhanced maternity and paternity pay for all colleagues which supports our working parents and raising awareness of gender diversity issues through our annual industry wide International Women's Day webinar. We are at the beginning of a journey and longer term initiatives including changing the perception of nursing and reception roles to attract more male practice colleagues, and supporting our colleagues both male and female to optimise success and opportunities through programmes and initiatives.

About the gender pay gap

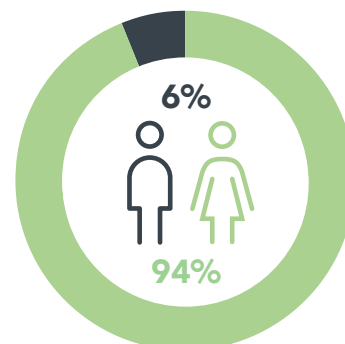
The Gender Pay Gap is measured on 5th April each year.

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.



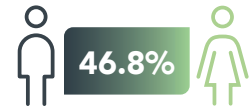
Gender Split

Gender Pay Report 2021 | Portman Healthcare Ltd

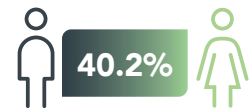
Gender Pay

We have a mean (average) Gender Pay Gap of 46.8% and a median (middle) Gender Pay Gap of 40.2% for 2021.

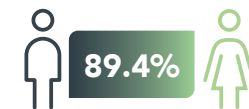
We have reduced the Gender Pay Gap since reporting began, however, we recognise that while we employ both men and women in the organisation, men tend to be employed in more managerial and technical specialist roles which are more highly paid. We have significantly fewer men in lower paid roles which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



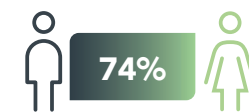
Mean pay gap



Median pay gap

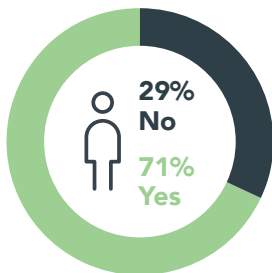


Mean bonus gap

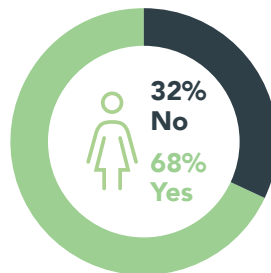


Median bonus gap

Men and women receiving a bonus



Male

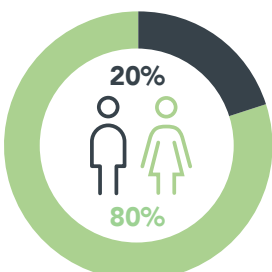


Female

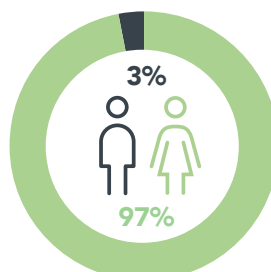
Pay Quartiles

The following charts show that we continue to have more women than men in every pay category and that men have mainly joined the company within the upper and upper middle categories.

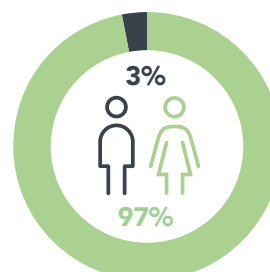
Quartiles by gender



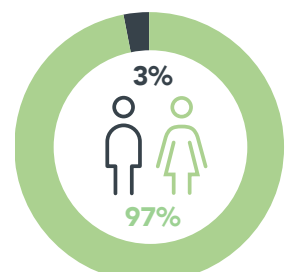
Upper



Upper middle



Lower middle



Lower

Gender Pay Report 2021 | Portman Healthcare Ltd

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. The dental practices which are typically lower paid roles tend to employ mainly women.

Within the industry the roles within practices predominantly attract more women than men i.e. dental nurses and receptionists which are lower paid roles.

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 2020 and April 2021, we acquired 18 new practices.
- Our Executive team currently has one female and this also contributes to a higher Gender Bonus Gap.
- The men employed at Portman are typically within central function and within roles that attract a higher salary, are typically full-time and therefore earn higher payments.

Workforce demographics

- At the time of reporting, only 7% of our colleagues were male and 63.6% of these worked in our central support office.
- Within our practices approximately 3% are male colleagues.
- We employ approximately 89% 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 central support and practices. At the time of reporting, 60% of our total workforce worked part time hours (40% full time). In contrast 70% of men worked full time hours compared with 38% of women.
- We continue to offer part time and flexible working to support our colleagues and continue to support remote and hybrid working arrangements where possible. We believe flexible and agile working is important to our colleagues and where possible we do our best to accommodate this.

What we have done to date

- Improved our reporting to ensure we have the relevant data to be able to effectively report all ED&I.
- Reviewed our adverts and campaigns and implemented changes to maximise ED&I effectiveness.
- Ensured values are embedded within the recruitment process and hiring managers who have a natural respect for diversity.
- Continued to see an increase in females employed in senior roles the most recent being the promotion of Julie Ross to Managing Director of UK & Ireland.
- Ensured that flexible working practices are not considered a barrier to functioning in senior roles.

Gender Pay Report 2021 | Portman Healthcare Ltd

- Enhanced our maternity and paternity offerings to support our working parents, becoming the first dental corporate group in the UK to provide this benefit.
- Reviewed and enhanced our nurse pay providing increased minimum pay rates for qualified nurses.
- Ensured internal and external benchmarking of salaries to ensure parity with hires with awareness of gender bias.
- Reviewed and evaluated gender pay when making bonus payments and salary increases.
- Continued to invest in apprenticeship programmes as a method of attracting new talent from under-represented groups in dentistry.
- Requested gender balanced long lists when hiring senior roles.

Our commitment to making a difference

At Portman we want to ensure that any actions we take are aligned with our vision and values and we work together with colleagues to ensure we understand their needs and that what we will all commit to that makes a difference. We also recognise it isn't always about pay and while we will look to address the Gender Pay Gap, in addition to this, we will look to understand and address what best supports the needs of gender differences in our business and to ensure equitable employment and opportunities. Our approach to flexible working, part time opportunities at senior levels, reverse mentoring, women returners, support networks and mature workers are some areas we have identified as future opportunities. However, we are going to be honest and transparent and also not over commit and under deliver. We feel we are at the beginning of the journey and have set ourselves the following realistic targets for this year:

- Unconscious bias training of all our leaders and managers
- Nurse pay and grading project to improve pay, progression and benefits for nurse colleagues
- Separate gender pay report by practices and central colleagues to give more fair representation of the current situation and targeted solutions
- Ensure gender diversity in applicants for all roles
- Introduce talent development programme for colleagues below SLT level to help better identify and develop talent within the organisation (male and female) to support talented individuals as they progress through our business. This includes supporting and embracing differences and remove any barriers to progression.
- Understand the barriers limiting the numbers of men applying to nursing, reception and Practice Manager roles within our practices and identify mitigation opportunities.

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



Julie Ross | Managing Director UK & Ireland | April 2022 (2021 Gender pay gap year)