

## Gender Pay Report 2022 | 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, we have experienced some positive trends, 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 dentalcare sector employed workforce 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 led by our female Managing Director for the UK and Ireland and our Senior Leadership Team which has benefited from three more external female hires and two internal promotions from more junior roles into it in the last 12 months giving it 40% female representation at the time of the report.

We have continued to improve our nurse pay and progression offering to support not only pay but career development and progression within the profession.

We continue to offer enhanced maternity and paternity pay which supports our working parents.

We continue to monitor pay and bonus decisions and any unconscious bias when making decisions, developing and promoting colleagues.

We continue to make small steps to increasing male hires across all levels of the business to look to achieve a more representative industry demographic.

### About the Gender Pay Gap

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

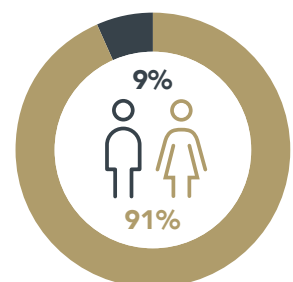
The gap is the difference in the hourly rate of pay between male and female employees, expressed as a % of the hourly rate of pay of the male employees. The mean is the total of all hourly rates, divided by the number of employees. The median is the middle value of all hourly rates, when ranked.

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 2022, we had 2225 employees, with an overall gender split of 91% female and 9% male.

This is an increase of 219 employees compared to the previous year and a small increase in the employment of proportion of males to females by 2.7%.



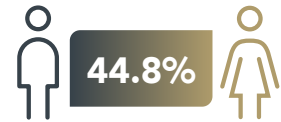
Gender split

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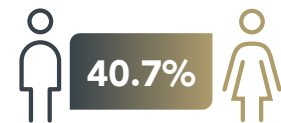
### Gender Pay

We have a mean Gender Pay Gap of 44.8% and a median Gender Pay Gap of 40.7% for 2022.

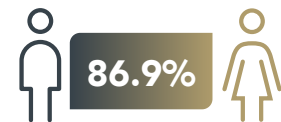
We have reduced the Gender Pay Gap since reporting began, however, we recognise that while we employ both men and women in the organisation, men tend to be employed in more managerial and technical specialist roles which are more highly paid. We have significantly fewer men in lower paid roles which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



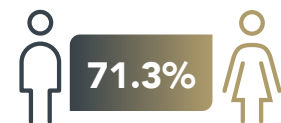
Mean pay gap



Median pay gap

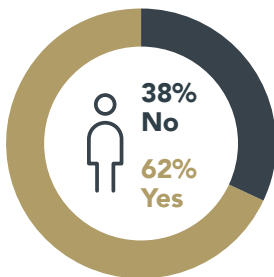


Mean bonus gap

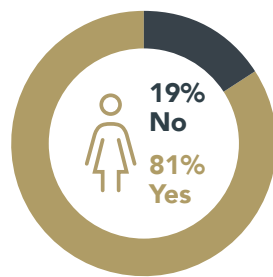


Median bonus gap

### Men and women receiving a bonus



Male

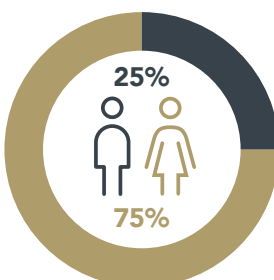


Female

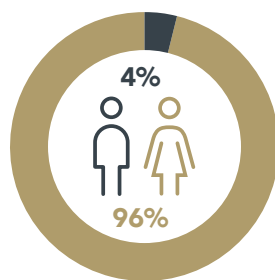
### Pay Quartiles

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.

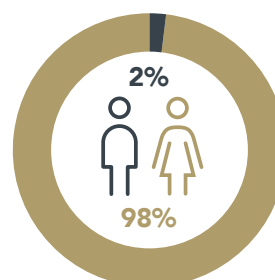
### Quartiles by gender



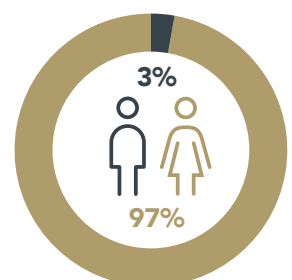
Upper



Upper middle



Lower middle



Lower

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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 who are typically higher 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 2021 and April 2022, we acquired 24 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 9% of our colleagues are male with the majority working in our central support office.
- Within our practices approximately 3% are male colleagues.
- We employ approximately 91% of our colleagues within our practices which attract a higher proportion of women to these roles.
- 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 have we done in the last year

- Launched a nurse pay and progression framework with minimum pay rates and clear progression routes and opportunities for all nurses.
- Improved female senior leadership team hires.
- Continued to highlight and evaluate gender pay when making bonus and salary decisions.
- Improved our reporting to ensuring 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.
- Created separate gender pay report by practices and central colleagues to give more fair representation of the current situation and targeted solutions.

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### 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 that we work together with colleagues to ensure we understand their needs and what we will all commit to 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:

- Deliver a receptionist pay and progression project to review pay and progression opportunities for this population of colleagues
- Commit to pay framework and benchmarking for all roles
- 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.
- Implement a new recruiting system that will help us capture and monitor ED&I data.

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)