

Gender Pay Report 2023 | 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, 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 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 and have achieved some significant progress towards this led by our female MD for the UK and Ireland.

We implemented a Nurse Pay framework in 2022 and we continue 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 within our practices to look to achieve a more representative industry demographic.

About the Gender Pay Gap

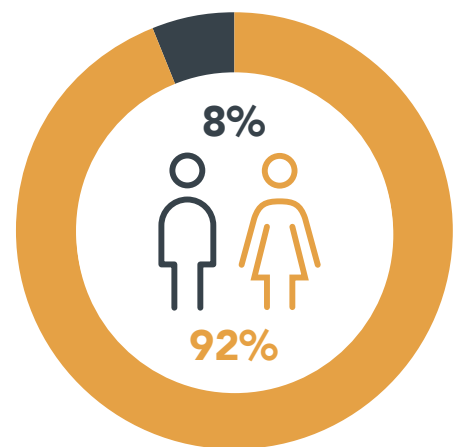
The Gender Pay Gap is measured on 5th April each year.

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

Gender Split

In April 2023, we had 2,873 colleagues, with an overall gender split of 92% female and 8% male.

This is an overall headcount increase of 29% compared to the previous year and our % of females employed as a split increased by 1%.

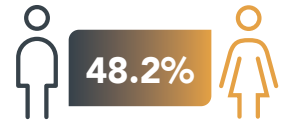


Gender Split

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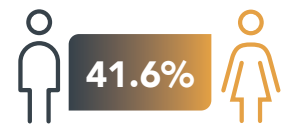
Gender Pay Gap

At the 5th April 2023, we have a mean Gender Pay Gap of 48.2% and a median Gender Pay Gap of 41.6% for 2023. This year we have seen an increase in both the mean and median.



Mean pay gap

We report our pay gap as a total including both our Practices and our Support Office. If we are to look at the two populations separately, our Practices have a mean pay gap of 25.2% and a median of 20.9% and our Support Office has a mean of 29.0% and a median of 21.9%.



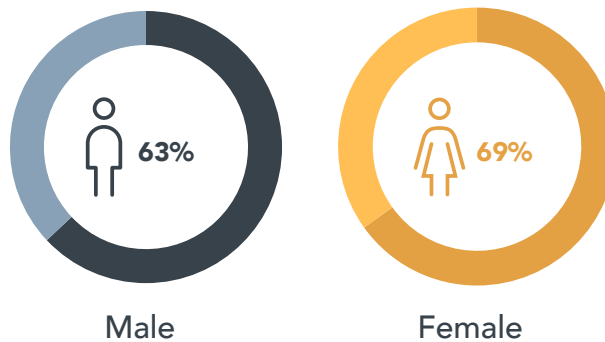
Median pay gap

Overall, since we began reporting we have reduced 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.

Receiving a Bonus

69% of Female Colleagues received a bonus compared to 63% of Males. The gap between Male and Female colleagues receiving a bonus reduced from the previous year.

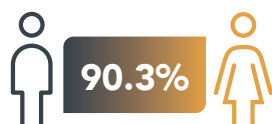
Men and Women receiving a bonus



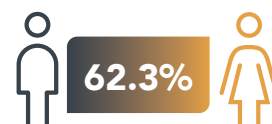
Bonus Gap

The mean bonus gap was 90.3% and increased by 3 ppts from 2022 to 2023 whilst the Median bonus gap was 62.3% and reduced by 9 ppts.

If we look at the breakdown of the two populations our Practice mean bonus gap was 78.6% and the median was 9.3%. The sizeable mean difference is driven from 2 large Male Practice bonuses. Within our Support Office the mean was 64.4% and the median was 10.5%, the difference was driven by male exec bonuses.



Mean bonus gap



Median bonus gap

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Pay Quartiles

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



What is driving our Gender Pay Gap?

Pay

The gender split of our workforce is a significant driver behind our gender pay gap and it's important to understand this to properly reflect our pay gap results;

- 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. At the time of reporting, our Support Office demographic was 58.2% female and 41.8% male.
- Our practices which typically attract a higher proportion of women are typically lower paid roles i.e. dental nurses and receptionists which are lower paid roles. At the time of this reporting our practice demographic was 96.3% female and 3.7% male.

Bonus

Our gender bonus gap is significant and there are three main drivers of this:

- 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 are incentivised through performance-related bonuses for successful acquisition activity.
- Our Executive team currently has one female out of eight, 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 bonus payments.

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.

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- Continued to see an increase in females employed in Leadership roles.
- Ensured that flexible working practices are not considered a barrier to functioning in senior roles

Our commitment to making a difference

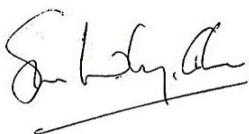
We want to ensure that any actions we take are aligned with our vision and values and that we work together with colleagues to ensure we understand their needs and what we will all commit to makes a difference.

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.

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:

- Commit to maintaining the Nurse pay framework and benchmarking for all roles
- Ensure we promote roles to attract gender diversity
- Introduce a 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
- Continue to encourage more men to enter our practice workforce by breaking down some industry wide stereotypes about roles within practice
- Complete diversity training of our Executive and Leadership Team to ensure we are creating the right environment to encourage top female talent into our business and to ensure we are welcoming to all top talent irrespective of characteristics
- Introduce a DEI strategy led by our recently appointed DEI sponsor who is a member of our Executive Team and an influential leader in the business

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



Sam Waley-Cohen | Chief Executive Officer | 2023 Gender Pay Gap Year