

The Practice Surgeries Limited - Gender Pay Gap Report Summary 2017

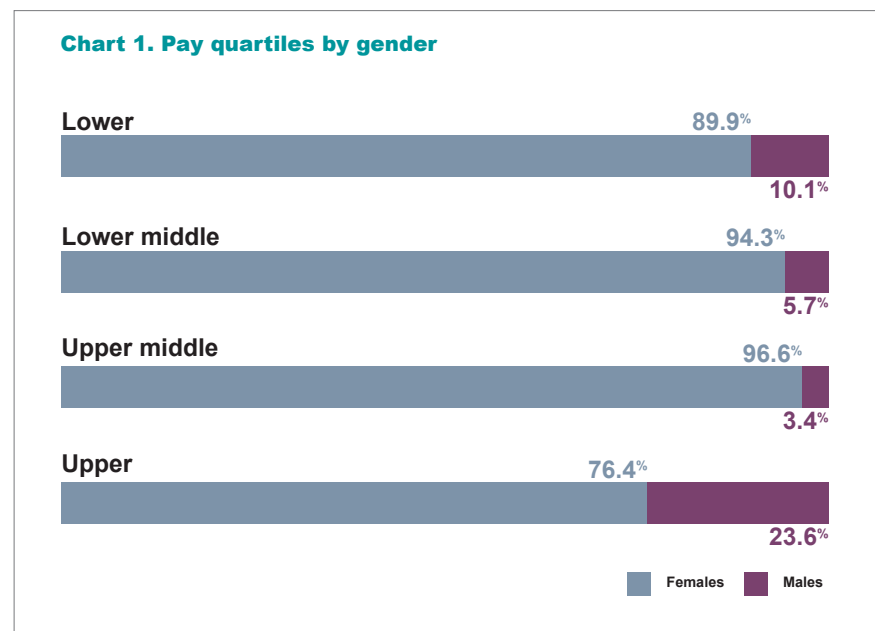
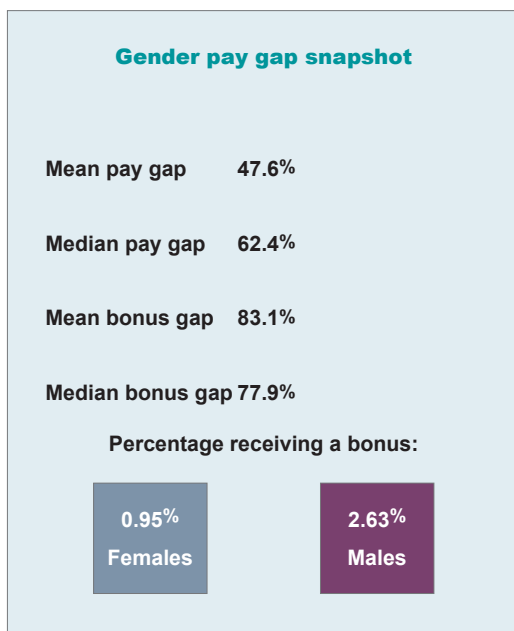
This document is published in accordance with and all figures stated herein have been calculated using the standard methodologies as set out in The Equality Act 2010 (Gender Pay Gap Information) Regulations 2017. Data as of 5 April 2017.

TPS is committed to the principle of equal opportunities

The Practice Surgeries Limited (TPS) is committed to the principle of equal opportunities and equal treatment for all employees, regardless of sex, race, religion or belief, age, marriage or civil partnership, pregnancy/maternity, sexual orientation, gender reassignment or disability. It has a clear policy of paying employees equally for the same or equivalent work, regardless of their sex (or any other characteristic set out above).

As such, it:

- ✓ carries out pay and benefits audits at regular intervals;
- ✓ provides equal pay guidance and advice for all senior managers who are involved in pay reviews;
- ✓ and evaluates job roles and pay as necessary to ensure a fair structure.



Why is there a pay gap?

TPS is confident that its gender pay gap does not stem from paying men and women differently for the same or equivalent work. Rather its gender pay gap is the result of the roles in which men and women work within the organisation and the salaries that these roles attract. Further on in this document, the gender pay gap by job role is shown in charts 2, 3 and 4 which highlights that by role, the gender pay gap is much smaller than when the calculation is the total for all roles combined. In some roles the gender pay gap is negligible and significantly lower than the UK average.

Supporting our employees

In TPS, 76 out of the 100 top-earning employees are female and further in the top 5% of earners, half are women.

TPS have already taken the following steps to promote gender diversity:

- ✓ **Creating an evidence base:** we have implemented gender monitoring to understand the proportions of men and women: applying for jobs and being recruited; leaving the organisation and their reasons for leaving; who return to their original job after a period of maternity or other parental leave; who are still in post a year on from a return to work after a period of maternity or other parental leave and the numbers of men and women in each role and pay band.
- ✓ **Flexible working:** Our flexible working initiatives and guidance documents encourage employees and line managers to seriously consider flexible working arrangements, enabling our employees to balance their careers with their caring responsibilities.
- ✓ **Supporting parents:** Our organisations Shared Parental Leave, Adoption and Paternity leave Policies highlight employees' rights to time off to help raise a family.
- ✓ **Equality Impact Assessments:** we use EIAs across our organisation to ensure all protected characteristics are not unfairly impacted by a particular policy, initiative or approach, all of which may indirectly affect our gender pay gap.

In the coming year, TPS is committed to:

- ✓ **Encouraging** more internal promotions, particularly into more senior roles;
- ✓ **Analysing** applications to our vacancies by gender to see whether we are attracting equal numbers of male and female candidates;
- ✓ **Reviewing** our job adverts to ensure they are equally attractive to male and female applicants (especially our senior management roles);
- ✓ **Continuing** to offer a flexible work environment that supports a balance between career aspirations and commitments outside work.

Chart 2. Most common roles by gender

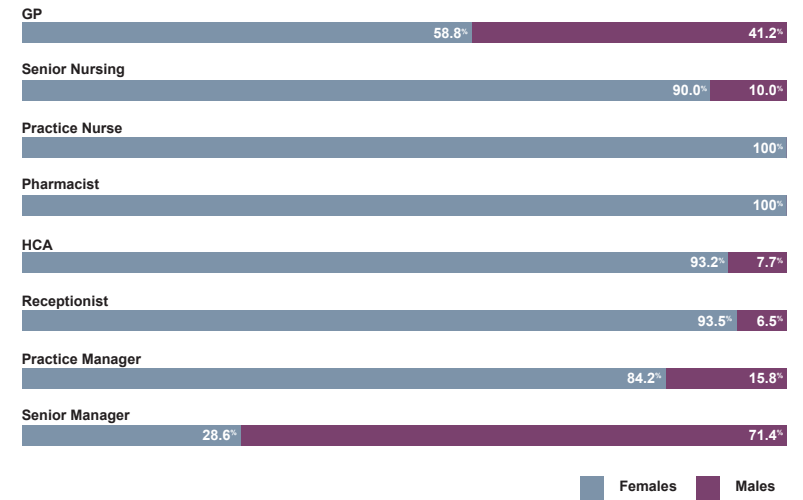


Chart 3. Mean gender pay gap by role*

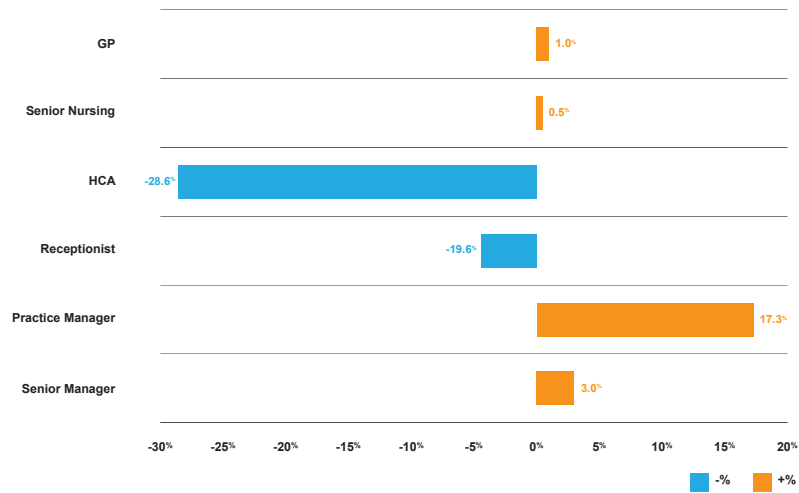
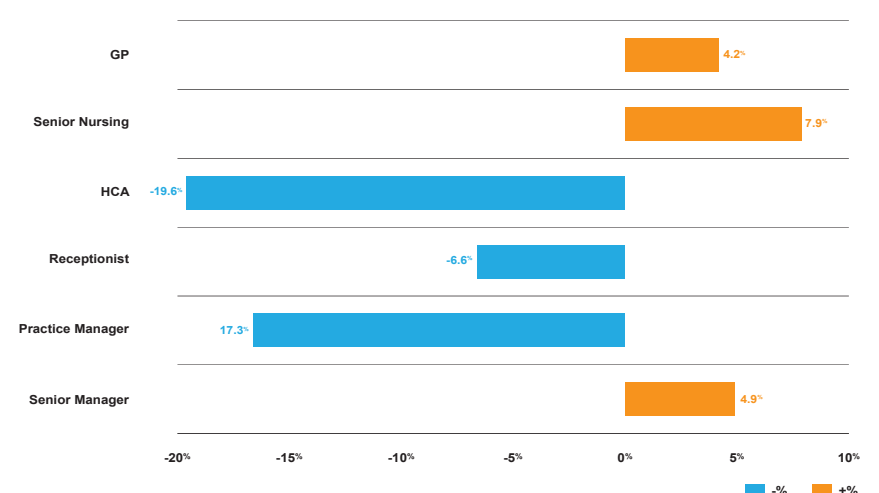


Chart 4. Median gender pay gap by role*



* Note. The blue figures in Charts 3 and 4 illustrate an inverse pay gap in which women earn more than their male counterparts.