

## Gender Pay Gap Report

The Practice Surgeries Ltd is part of The Practice (Group) Ltd. The Practice Surgeries Ltd is required by law to publish an annual gender pay gap report as this entity employs over 250 employees. It is the only entity of The Practice Group Ltd with over 250 employees.

Here is our report for the snapshot date 5 April 2017.

- The mean gender pay gap for The Practice Surgeries Ltd is 47.6%.
- The median gender pay gap for The Practice Surgeries Ltd is 62.4%.
- The mean gender bonus gap for The Practice Surgeries Ltd is 83.1%.
- The median gender bonus gap for The Practice Surgeries Ltd is 77.9%.
- The proportion of male employees in The Practice Surgeries Ltd receiving a bonus is 2.63% and the proportion of female employees receiving a bonus is 0.95%.

| <b>Pay quartiles by gender</b> |              |                |                                                                                                                   |
|--------------------------------|--------------|----------------|-------------------------------------------------------------------------------------------------------------------|
| <b>Band</b>                    | <b>Males</b> | <b>Females</b> | <b>Description</b>                                                                                                |
| A                              | 10.1%        | 89.9%          | Includes all employees whose standard hourly rate places them at or below the lower quartile                      |
| B                              | 5.7%         | 94.3%          | Includes all employees whose standard hourly rate places them above the lower quartile but at or below the median |
| C                              | 3.4%         | 96.6%          | Includes all employees whose standard hourly rate places them above the median but at or below the upper quartile |
| D                              | 23.6%        | 76.4%          | Includes all employees whose standard hourly rate places them above the upper quartile                            |

The figures set out above have been calculated using the standard methodologies used in the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.

**What are the underlying causes of The Practice Surgeries Ltd’s gender pay gap?**

Under the law, men and women must receive equal pay for:

- the same or broadly similar work;
- work rated as equivalent under a job evaluation scheme; or
- work of equal value.

The Practice Surgeries Ltd 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.

The Practice Surgeries Ltd is therefore 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 report the gender pay gap by job role is shown 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.

The pattern from the UK economy as a whole is reflected in the make-up of The Practice Surgeries Ltd's workforce, where the majority of front-line Receptionists, Administrators and Healthcare Assistants within its Practices are women. The senior clinical roles are held more evenly by men and women (although women still dominate by a significant margin in the top quartile).

This can be seen above in the table depicting pay quartiles by gender. This shows The Practice Surgeries Ltd's workforce divided into four equal-sized groups based on hourly pay rates, with Band A including the lowest-paid 25% of employees (the lower quartile) and Band D covering the highest-paid 25% (the upper quartile). In order for there to be no gender pay gap, there would need to be an equal ratio of men to women in each Band. However, within The Practice Surgeries Ltd, 89.9% of the employees in Band A are women and 10.1% men. The percentage of male employees falls throughout the middle two Bands, before increasing markedly from 3.4% in Band C to 23.6% in Band D.

| <b>Most Common Roles by Gender</b>       |                    |                      |                                                                             |                              |
|------------------------------------------|--------------------|----------------------|-----------------------------------------------------------------------------|------------------------------|
| <b>Role</b>                              | <b>Total Males</b> | <b>Total Females</b> | <b>Mean Gender Pay Gap</b>                                                  | <b>Median Gender Pay Gap</b> |
| GP                                       | 41.2%              | 58.8%                | 1%                                                                          | 4.2%                         |
| Senior Nursing<br>(above Practice Nurse) | 10%                | 90%                  | 0.5%                                                                        | 7.9%                         |
| Practice Nurse                           | 0%                 | 100%                 | We currently have no male Practice Nurses so a comparison is not available. |                              |
| Pharmacist                               | 0%                 | 100%                 | We currently have no male Pharmacists so a comparison is not available.     |                              |
| HCA                                      | 7.7%               | 92.3%                | -28.6%                                                                      | -19.6%                       |
| Receptionist                             | 6.5%               | 93.5%                | -4.4%                                                                       | -6.6%                        |
| Practice Manager                         | 15.8%              | 84.2%                | 17.3%                                                                       | -16.6%                       |

When the gender pay gap displays above as a negative number, this means that there is an inverse pay gap, i.e. women earn more than their male counterparts.

Breaking down the gender pay gap by roles gives a more informative view of the gender pay gap. The gap for Practice Manager roles is on par with the UK average when looked at as a mean average, however as a median the gap is reversed. In all other roles the gap is significantly lower than the UK average of 18.4%. The large gap shown in the combined figures is therefore likely the result of the fact that more managerial roles are held by men in the organisation. Indeed the gender split by role shows that the vast majority of senior managers are male:

| <b>Role</b>                                | <b>Total Males</b> | <b>Total Females</b> | <b>Mean Gender Pay Gap</b> | <b>Median Gender Pay Gap</b> |
|--------------------------------------------|--------------------|----------------------|----------------------------|------------------------------|
| Senior Manager<br>(above Practice Manager) | 71.4%              | 28.6%                | 3%                         | 4.9%                         |

## How does The Practice Surgeries Ltd's gender pay gap compare with that of other organisations?

The vast majority of organisations have a gender pay gap, and we are pleased to be able to say that The Practice Surgeries Ltd's gap compares favourably with that of other organisations, when broken down by role including those within our industry. However, we recognise that combined, the figure is much higher than the UK average.

The mean gender pay gap for the whole economy (according to the October 2017 Office for National Statistics (ONS) Annual Survey of Hours and Earnings (ASHE) figures) is 17.4%, while in the retail and wholesale sector it is 18.9%. The median gender pay gap for the whole economy (according to the October 2017 ONS ASHE figures) is 18.4%.

Due to the lack of GP Practices publishing their gender pay gap (as they are under 250 employees), and also organisations similar in size to ours yet to publish their gender pay gap (e.g. Virgin Care, IMH), it is hard to compare TPG against similar organisations as ourselves. However, in the NHS in secondary care some gender pay gap information has been published. Five out of the 100 top earning consultants in the NHS are female. In The Practice Surgeries Ltd, 76 out of the 100 top earning employees are female and further in the top 5% of earners, half are women. In the NHS as a whole the ratio of male to female doctors is currently 53% to 47% and the majority of GP Partners are male although women outnumber men in General Practice (according to the BMA); at The Practice Surgeries Ltd our gender split is 59% female and 41% male, and similar to the BMA findings, the majority of our GP Regional/Clinical Leads are male. Despite this though **our gender pay gap for GPs is considerably better than the NHS average, at just 1% compared to between 12% and 40%** (depending on the level NHS doctor you use as a comparison).

Despite there being little data available for our organisation to benchmark against as many similar organisations have not yet reported their Gender Pay Gap figures, we know from our recruitment activities and benchmarking with the labour market that the organisation is paying the market rate for our roles i.e. our rates of pay are competitive with other GP surgeries. We therefore believe that if other GP surgeries were required to report this statistic, their combined gender pay gap would be similar to ours.

The mean gender bonus gap and the median gender bonus gap for The Practice Surgeries Ltd are relatively large at 83% and 77%. However, when looked at in detail, this is skewed because the sample size was so small, only four bonuses were awarded during the reference period, three to women and one to a man. One of these bonuses was a small award of £35 and the other was a performance bonus at £1000.

The proportion of men at The Practice Surgeries Ltd who received a bonus in the 12 months up to 5 April 2017 was 2.63%, while for women this was 0.95%. Whilst the percentage is adjusted for the total number of men/women in the sample data, it would be misleading to read too much into this statistic as the percentage of men receiving a bonus could easily have been zero, given only one male received a bonus and the terms behind this bonus was a one-off exceptional payment.

## What is The Practice Surgeries Ltd doing to address its gender pay gap?

We recognise that The Practice Surgeries Ltd's combined gender pay gap seems large in comparison to the national average, and whilst we believe the causes of this are due to the type of work our female and male employees do (females mainly in part-time roles for example), this is not a subject about which the organisation is complacent, and it is committed to doing everything that it can to reduce the gap. The Practice Surgeries Ltd does recognise though that its scope to act is limited in some areas - it has, for example, no direct control over the subjects that individuals choose to study or the career choices that they make or work patterns they desire.

To date, the steps that The Practice Surgeries Ltd has taken to promote gender diversity in all areas of its workforce include the following:

- **Creating an evidence base:** To identify any barriers to gender equality and inform priorities for action, in 2017 the organisation introduced gender monitoring to understand:
  - the proportions of men and women applying for jobs and being recruited;
  - the proportions of men and women leaving the organisation and their reasons for leaving;
  - the numbers of men and women in each role and pay band;
  - the proportion of men and women who return to their original job after a period of maternity or other parental leave; and
  - the proportion of men and women still in post a year on from a return to work after a period of maternity or other parental leave.
- **Revising the flexible working policy:** In September 2017, the organisation's Flexible Working Policy was revised to make it simpler to use for employees and managers. The policy makes it clear that flexible working need not be limited to part-time working. At the same time as the policy was revised, a Manager's Guide to Flexible Working was also published to aid and encourage managers to seriously consider flexible working arrangements. A new form was also designed to help employees apply for flexible working.
- **Supporting parents:** A Shared Parental Leave Policy and Adoption Policy were written and introduced in 2017 as well as the Paternity Leave Policy being revised to highlight employees', and especially men's, rights to time off to help raise a family.
- **Equality Impact Assessments:** since the start of 2017 the organisation has been using Equality Impact Assessments as a tool to assist in writing or updating our policies and processes. The purpose of the EIA is to ensure all protected characteristics are not unfairly impacted by a particular policy, but they do help the organisation consider the impact with regards to sex, gender, pregnancy and marital status, all of which may indirectly affect our gender pay gap.

None of these initiatives will, of itself, remove the gender pay gap - and it may be several years before some have any impact at all. In the meantime, The Practice Surgeries Ltd is committed to reporting on an annual basis on what it is doing to reduce the gender pay gap and the progress that it is making.

Right now, The Practice Surgeries Ltd has plans to extend its evidence-gathering to include qualitative data. It will do this through a new initiative, a Buddy Scheme between the Support Centre and our GP Surgeries, with the support functions reporting back to the Senior Management Team of the Organisation on a regular basis. The hope is that this new initiative will give some insight into the statistics that we are seeing and help the organisation understand which and where interventions may have the biggest impact on our gender pay gap.


In the coming year, The Practice Surgeries Ltd is also committed to:

- Reviewing whether it should have a policy on bonus payments;
- Encouraging more internal promotions, particularly into more senior roles;
- Analyse applications to our vacancies by gender to see whether we are attracting equal numbers of men and women to our vacancies;
- Review our job adverts to ensure they are equally attractive to male and female applicants to our vacancies (especially our senior management roles); and
- Continuing to offer a flexible work environment that supports a balance between career aspirations and commitments outside work.

Any further initiatives launched throughout the year will be reported on the organisation's intranet, myTPG.

I, Jane Feierabend, Managing Director, confirm that the information in this statement is accurate.

Signed:

A handwritten signature in black ink, appearing to read 'J. Feierabend', with a horizontal line underneath.

20<sup>th</sup> March 2018

Find out the UK Gender Pay Gap for your role:

<https://visual.ons.gov.uk/find-out-the-gender-pay-gap-for-your-job/>