

Gender Pay Gap Report

The Practice Group (TPG) Surgeries Ltd is required by law to publish an annual gender pay gap report. Here is our report for the snapshot date 5 April 2018.

- The mean gender pay gap for TPG Surgeries Ltd is 48.5%
- The median gender pay gap for TPG Surgeries Ltd is 66.7%
- The mean gender bonus gap for TPG Surgeries Ltd is 46.5%
- The median gender bonus gap for TPG Surgeries Ltd is 85.1%
- 7.6% of male and 5.4% of female employees in TPG Surgeries Ltd received a bonus
- The mean gender bonus gap for TPG Surgeries Ltd is 46.5% and the median is 85.1%.
- The proportion of men at TPG Surgeries Ltd who received a bonus in the 12 months up to 5 April 2018 was 7.6% and for women this was 5.4%.
- Out of 23 bonuses in total, 19 were given to women and 4 to men.
- In TPG Surgeries Ltd, 27 out of the 50 top earning employees are female and further in the top 5% of earners, over half are women.
- At TPG Surgeries Ltd our overall gender split is 63% female and 37% male.

Pay quartiles by gender			
Quartile	Male	Female	Description
Lower	5.9%	94.1%	Includes all employees whose standard hourly rate places them at or below the lower quartile
Lower Mid	8.8%	91.2%	Includes all employees whose standard hourly rate places them above the lower quartile but at or below the median
Upper Mid	4.9%	95.1%	Includes all employees whose standard hourly rate places them above the median but at or below the upper quartile
Upper	32.4%	67.6%	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

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.

TPG 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 involved in pay reviews
- evaluates job roles and pay as necessary to ensure a fair structure

What are the underlying reasons for TPG Surgeries Ltd gender pay gap?

TPG Surgeries Ltd 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 and the salaries that these roles attract. Tables below report the gender pay gap by job role which highlights that by role, the gender pay gap is much smaller than when the calculation is for all roles combined. When viewed by roles the gender pay gap is negligible and significantly lower than the UK average.

The pattern from the UK is reflected in the make-up of TPG Surgeries Ltd’s workforce, where most front-line Receptionists, Administrators, Healthcare Assistants and Practice Nurses are female. Senior clinical roles such as GPs are held more evenly by male and female. This is also reflected in the above table depicting pay quartiles by gender showing our workforce divided into four equal-sized groups based on hourly pay rates. The lower quartile includes the lowest-paid 25% of employees and the upper quartile covers the highest-paid 25% of employees. 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 TPG Surgeries Ltd, 94.1% of the employees in the lower quartile are women and 5.9% are men. The percentage of male employees falls throughout the middle two quartiles, before increasing markedly from 4.9% in the Upper Mid Quartile to 32.4% in the Upper Quartile.

Most Common Roles by Gender				
Role	Total Males	Total Females	Mean Gender Pay Gap	Median Gender Pay Gap
GP	51%	49%	2%	11%
Senior Nursing (above Practice Nurse)	22%	78%	- 4%	17.9%

Most Common Roles by Gender				
Role	Total Males	Total Females	Mean Gender Pay Gap	Median Gender Pay Gap
Practice Nurse	5%	95%	- 7.5%	1.8%
Pharmacist	0%	100%	At April 2018 no male Pharmacists so no comparison available.	
HCA	10%	90%	- 13.1%	9.6%
Administrator	6%	94%	- 5.6%	1.7%
Practice Manager	16%	84%	26.8%	42.1%
Senior Manager (above Practice Manager)	18%	82%	6.7%	12.9%

Note: 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. In most of our roles the gap is significantly lower than the UK average of 17.9% and considerably lower when looking at the mean gender pay gap.

However; the gap for Practice Manager roles is higher than the UK average looking at both the mean and the median which is a result of the fact that more male Practice Managers held dual site roles which attract in higher pay than a one site role.

For senior managers the report shows more females in senior leadership roles, however this is a very small sample group. There are males in similar leadership roles as the females captured in this report that are contracted to work across both TPG Surgeries Ltd and one of our other divisions and are not captured in this data set. In addition, the Support Centre team 'back office' functions senior management that support TPG Surgeries Ltd are not included in the data as they sit in a separate entity supporting all divisional entities under the umbrella of The Practice Group. TPG Surgeries Ltd is the only entity with 250+ distinct employees.

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

Most organisations have a gender pay gap, and we are pleased to report that TPG Surgeries Ltd's gap compares favourably with that of other organisations, when broken down by role including those organisations within our industry. However, we recognise that combined, the figure is much higher than the UK average as explored above.

The mean gender pay gap for the whole economy (according to the October 2018 Office for National Statistics (ONS) Annual Survey of Hours and Earnings (ASHE) figures) has fallen to 8.6% for full-time employees. The gap among all employees is higher at 17.9% driven by more women in part-time jobs.

The working population of England is split nearly 50/50 between males and females. The NHS healthcare sector which is broadly 23% male and 77% female however is not representative of the whole UK population workforce.

Despite there being little data available for our organisation to benchmark against as many similar providers being small to mid-size organisations have not had to report 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 also believe that as the workforce in the other organisations is similarly structured, if other GP surgeries were required to report this statistic, their combined and role specific gender pay gap would be similar to ours.

What has TPG Surgeries Ltd done to address its gender pay gap?

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

- **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 them 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.

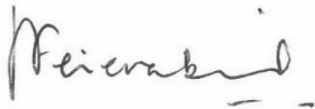
None of these initiatives will, of itself, remove the gender pay gap - and it may be several years before some have any impact at all. In the meantime, TPG Surgeries Ltd is committed to reporting on an annual basis on what it is doing to reduce the gender pay gap and the progress that it is making.

In the coming year, TPG 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;
- Analysing applications to our vacancies by gender to see whether we are attracting equal numbers of men and women to our vacancies;
- Reviewing our job adverts to ensure they are equally attractive to male and female applicants to our vacancies
- Continuing to offer a flexible work environment that supports a balance between career aspirations and commitments outside work.

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

Signed



27th March 2019

Find out the UK Gender Pay Gap for your role:

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