

Shuropody Ltd  
Gender Pay Gap  
Report 2017

## Who is Shuropody?

Shuropody are the UK's leading private provider of Podiatry and Chiropody services established in 2007, and now offering 120 clinics across 45 sites nationwide serving more than 240,000 patients each year. These services amount for c. 50% of our business with the remainder attributed to Products – retail of orthotics, comfort footwear and other footcare products.

## Our People

In delivering our mission 'to provide our patients with an outstanding foot care experience' we have c. 130 qualified Podiatrists who, as well as providing overall foot care advice, offer our patients a range of treatments, including; podiatry/chiropody services, biomechanical and diabetic assessments, custom made orthotics, cryotherapy, reflexology and nail surgery. We also employ c. 200 Foot Health Practitioners and Footcare Assistants who undertake training to recognise, assess and treat commonly occurring foot conditions and provide appropriate footwear and footcare products. They are supported by some 45 Managers.

Each and every one of our practices has a team of foot health experts from our Podiatrists, Foot Health Practitioners and Foot Care Assistants who are passionate about your foot health, with a wealth of knowledge about podiatry/chiropody services, orthotics, comfort footwear and foot care products for a complete foot health service.

Our support office is based in Wolston, Coventry and is home to our central teams which includes Buying, Merchandising, Marketing, Ecommerce, HR and Finance. The Support Office works as a support for both the practices, regional operation team and the office itself.

We are a fair and reasonable employer, and are committed, and always have been, to creating and offering equal and fair opportunities for all in terms of career fulfilment, progress and reward.

## Gender Pay Gap Report

Following the introduction of Gender Pay Reporting by the UK government from 5<sup>th</sup> April 2017, all UK companies with over 250 employees are obligated to report on their gender pay gap, in accordance with the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.

The gender pay gap is different from equal pay in that it illustrates the differences in the average pay between men and women rather than pay for the same, similar jobs or work of equal value. The hourly rate of pay includes ordinary pay (which includes particular allowances in line with the Regulations) and bonus pay.

All calculations in this report have been prepared in accordance with the Regulations and provide information on our gender pay gap using six different calculations: mean gender pay gap, median gender pay gap, mean bonus gender pay gap, median bonus gender pay gap, proportion of males receiving a bonus payment, proportion of females receiving a bonus payment, and proportion of males and females split into quartiles.

The mean gender pay gap compares the average hourly rate of pay for males and females. The median gender pay gap is the difference in the hourly rate of pay for a female in the middle of her group compared to a male in his, by ranking the hourly pay rate from lowest to highest. The same is done for the bonuses earned over the 12 month pay period including 5<sup>th</sup> April 2017 and proportion of those who received bonuses.

As at the pay period including the snapshot date of 5<sup>th</sup> April 2017 within this report, the company had a headcount of 477 employees. For the purposes of the report, you will see a breakdown of calculations which covers our retail employees, podiatrists and support office alongside the totals across the company.

## Percentage Breakdown of Staff - Male: Female

	Retail %	Podiatry %	Support Office %	Total Headcount %
<b>Male</b>	13.1	23.5	27.3	17.0
<b>Female</b>	86.9	76.5	72.7	83.0

Based on a headcount of 477 employees on the snapshot date including 5<sup>th</sup> April 2017, it is clear that the majority of our workforce is female across all three areas.

We are aware that females make up a higher proportion of employees, mainly due to podiatry being a female led profession; the most recent statistics published on 1<sup>st</sup> March 2018 by the HCPC (Health and Care Professionals Council) shows that 75% of registered Podiatrists and Chiropodists in England alone are females. The trend follows in Northern Ireland, Scotland and Wales .

Our retail and support office employee breakdown follows suit, due to a high proportion of our female part time workers who have requested flexible working at the start of or during employment, being primary caregivers and the company offering more flexible working to fit in with childcare, job share and other commitments. In a report by the ONS called “Women in the labour market: 2013”, caring, administrative and customer service occupation groups were dominated by women.

58% of employees are part time workers of which only 14% are male.

	<b>Total</b>	<b>Retail</b>	<b>Podiatry</b>	<b>Support Office</b>
<b>Mean</b>	<b>15.4%</b>	6.1%	-4.1%	48.1%
<b>Median</b>	<b>24.8%</b>	3.0%	-2.0%	55.3%

The gender pay gap is based on hourly rates of pay within the pay period including the snapshot date of 5<sup>th</sup> April 2017, and includes pay elements in line with the Regulations.

Our mean gender pay gap shows that the average hourly rate of pay (including bonus) for women is 15.4% lower than the average hourly rate of pay for men.

Our median gender pay gap shows that the hourly rate of pay of a female in the middle (from a ranking of lowest to highest) is 24.8% lower compared to a male in the middle (from a ranking of lowest to highest).

Our retail employees show the smallest gap as the type of work is similar and the bonus payments for certain sales in our practices are a standard set rate for all regardless of gender, hours worked, level of experience etc.

Our small number of podiatry locums included in the report do distort the figures, as it is known that they earn a higher hourly rate, simply because they are categorised as contractors and do not have access to additional benefits a contracted employee would receive.

Within podiatry, the gap has identified a reverse negative gap in that women earn more than men. This is a gap that the company need to review and where possible work to reduce in the future. However, we also recognise that there are wider challenges to address such as, podiatry being a female predominated profession nationally as evidenced by the HCPC statistics and additional surveys carried out by The College of Podiatry.

The figures also show that men earn significantly more than women within the support office. This needs further investigation, but may be due to the type of work and level of experience, for example within finance, where roles require formally completed qualifications (degree and ACCA) compared to admin assistants in other support functions or other work experience.

# GENDER BONUS GAP

The gender bonus pay gap is based on bonuses paid in the 12 month pay period including the snapshot date of 5<sup>th</sup> April 2017, and includes pay elements in line with the Regulations.

	<b>Total</b>	<b>Retail</b>	<b>Podiatry</b>	<b>Support Office</b>
<b>Mean</b>	<b>-67.9%</b>	-43.8%	-166.0%	50.0%
<b>Median</b>	<b>-50.0%</b>	-88.9%	-1.4%	50.0%

Podiatry locums have not been included in these figures as they do not earn and receive any bonus pay.

	<b>Total</b>	<b>Retail</b>	<b>Podiatry</b>	<b>Support Office</b>
<b>Male proportion</b>	<b>85.2%</b>	97.5%	82.9%	16.7%
<b>Female proportion</b>	<b>88.4%</b>	91.7%	91.2%	12.5%

As there are more females within the business, there are more women who clearly earn bonus on selling certain products in our nationwide practices.

The figures have identified that the podiatry bonus gap is higher in support of women, who are currently employed on contracts inherited under TUPE. These contracts have an old bonus scheme on a high rate attached to it, compared to other employees on recent company contracts that do not have this bonus scheme. There are no males on these TUPE contracts so we cannot compare like for like.

This does impact the gender pay gap as outlined on the previous page, as the hourly rate includes bonus payments.



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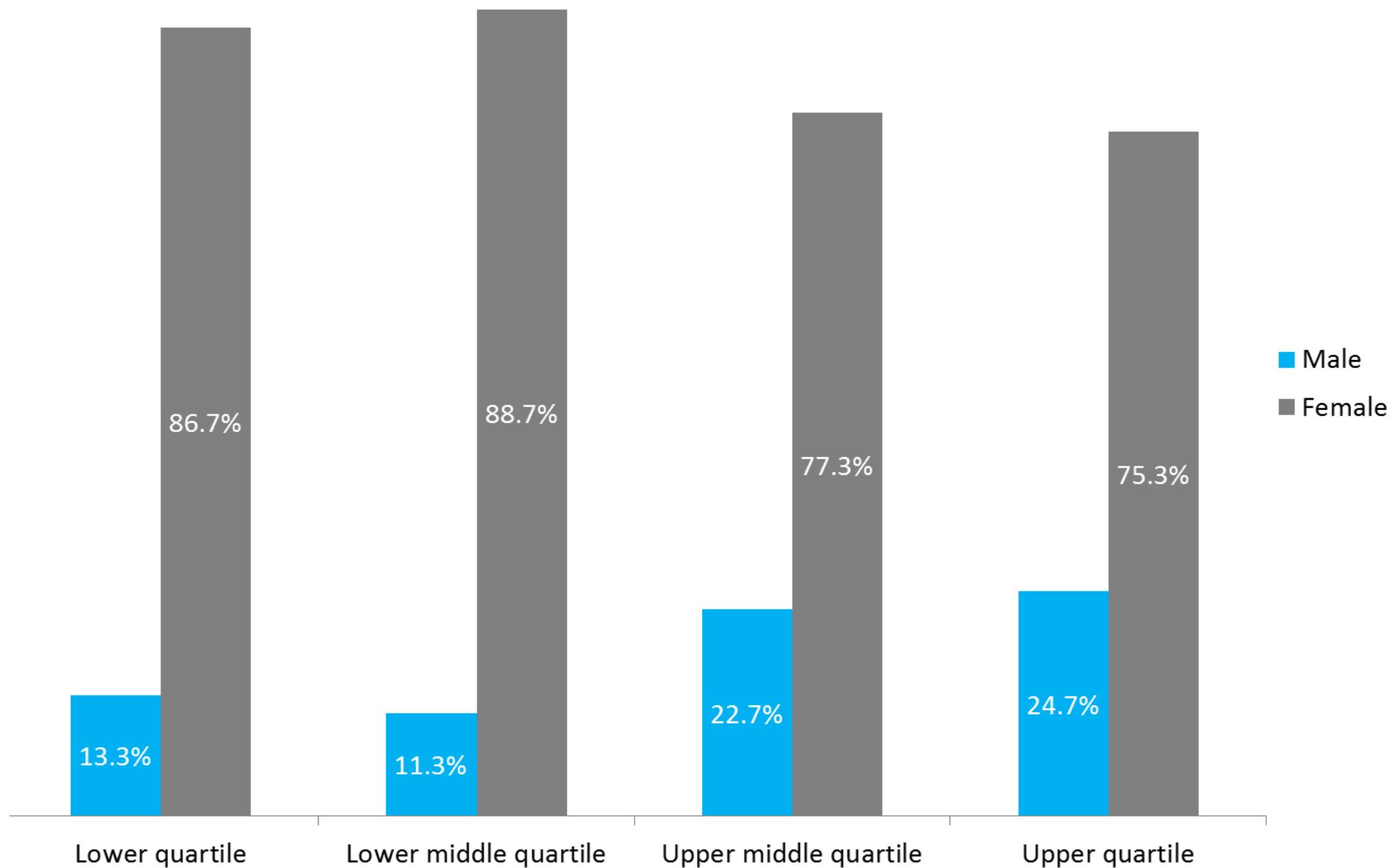
The figures show that male employees within support office received a higher amount of bonus; these being senior male employees. That said, these bonuses did not exist for support office three years ago, therefore with the trial of a performance based bonus scheme within that time period, we are aware that women have the opportunity to earn above their basic salary within the support office group. At this point, only senior managers had the opportunity to earn a bonus therefore affecting the proportion of females working at junior levels.

The company is working to introduce a standard bonus scheme which would be an equal payment to all employees regardless of their role within the business. However, this would be based on business performance and profits overall. We are not in the position to offer this yet, but are currently reviewing potential options for the future.

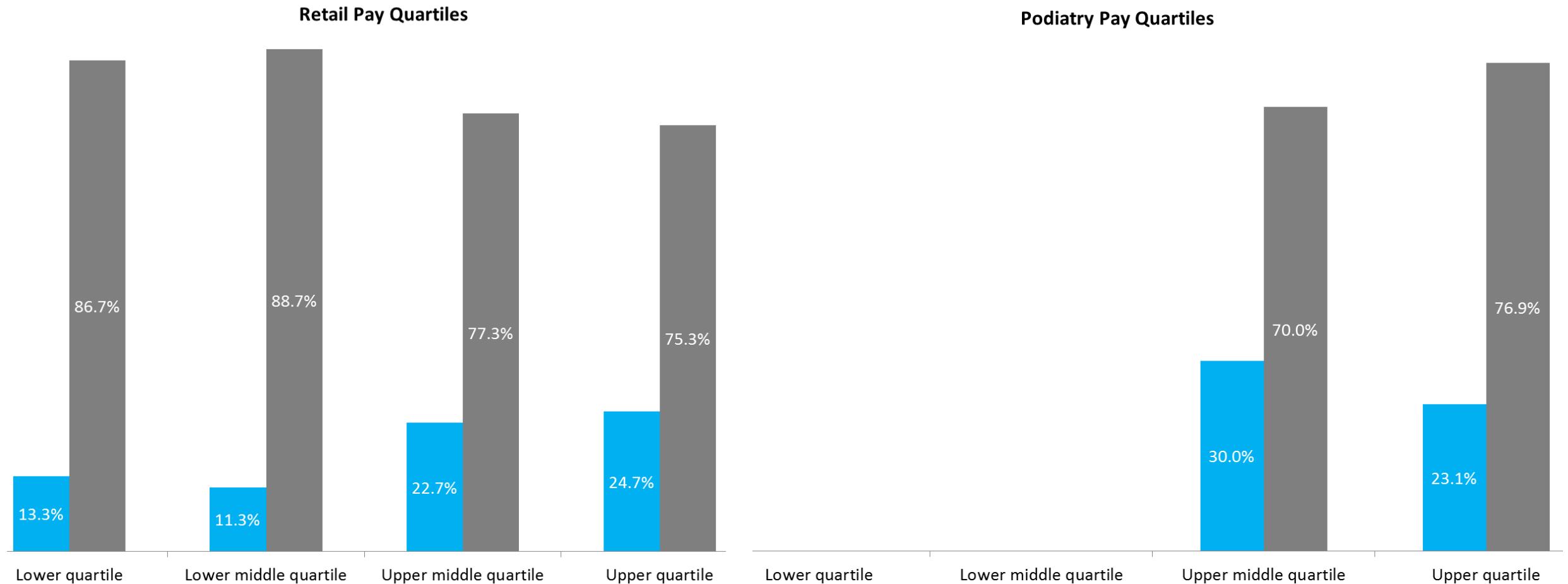


# PAY QUARTILES (TOTAL)

The below chart shows the total percentage of men and women in each pay quartile. Quartiles are calculated by ranking each employee's hourly pay rate by lowest to highest in a list and then splitting into four groups with an equal number of people in each. It is not based on banding of salary for each position.



The following charts illustrate the breakdown of these quartiles into the specific areas of the business:



The charts above\* illustrate that the lower quartiles (from the total) include the majority of retail staff due to the minimum wage roles in our practices.

The upper quartiles are generally store managers or regional managers; roles which attract higher rates of hourly pay, reflecting levels of responsibility and experience.

■ Male  
■ Female

\*Note: the information for each group (retail, podiatry and support office) has been extracted from the data and chart on the preceding page showing total.

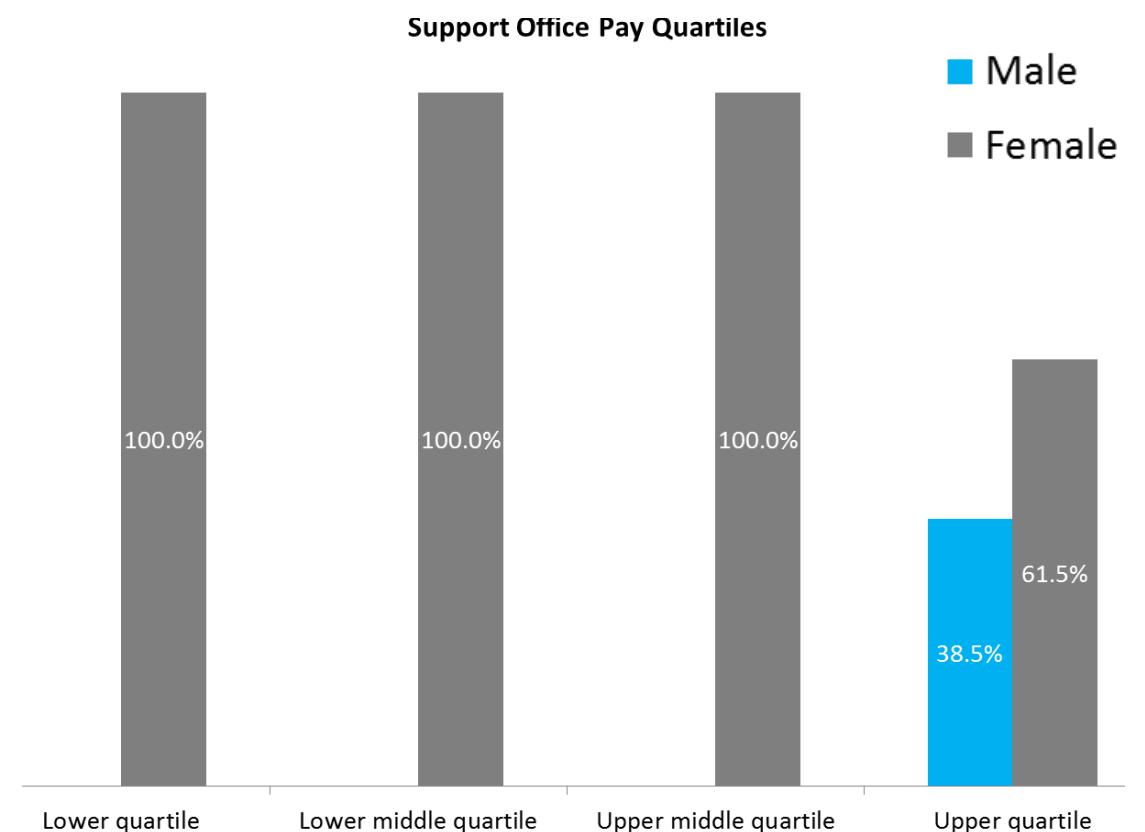
The group of podiatrists fall into the upper quartiles due to it being a niche market creating a smaller pool of candidates. This poses recruitment challenges which face the company every year. Access to NHS funded bursaries ceased from August 2017 for new allied health students which includes podiatry/chiroprody degree courses, as required to practise the profession whether NHS or privately. This is likely to impact the number of students being encouraged to enter into the profession which will affect recruitment further for the company in the future.

As a company and employer, over the last few years we have introduced payments termed as “location supplements” to enable a better rate of attracting candidates in locations where it is most challenging to recruit, as well as a bonus payment for referring a podiatrist available to any contracted employee within the business.

Old TUPE contracts affect bonus payments at higher rates for long serving female podiatrists. We have already outlined also that the profession itself is predominated by females.

We have developed routes into management roles since 2016 as we made changes to our wider operational structure and promoted store managers into regional roles. Six of these 10 roles were filled by women.

*\*Note: the information for each group (retail, podiatry and support office) has been extracted from the data and chart on the page showing total.*

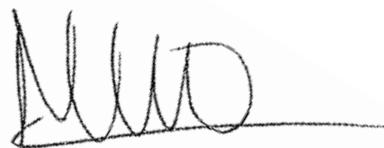


Shuropody is fully committed to an equal pay structure and we are confident that our gender pay gap is not due to men and women being paid differently to do the same job , but due to the structure of the company.

The main differences are found in our support office and bonus within podiatry. These are individual to people particularly in support office and cannot be compared to another in terms of pay. However, where possible we will review options to reduce gaps in pay.

The figures and information from this report has given us greater insight into the differences in pay for our employees and alongside the steps we are already taking as part of our vision and strategy, we need to investigate in greater detail any additional changes that could be made to reduce and eliminate the gaps either way in the future.

We can confirm that this report and the information within is accurate.



**Mark Pinnock**  
Group Managing Director



**Sharan Mohiki**  
Head of HR