



Portals Paper

Gender pay gap information

In line with the Equality Act 2010 (Gender Pay Gap Information) regulations 2017, we have carried out six calculations that show the difference between the average earnings of men and women in our organisation.

As at 5 April 2021 ('the snapshot date') Portals Paper Limited ("Portals") was in year 3 of being a standalone business following the sale of the paper business by De La Rue.

Reflections on the year April 20 – April 21

Due to increasingly tough market conditions with more overcapacity than expected and factory performance not yet reaching the expected standard, we had to look at reducing labour costs. In May 2020, this led to a restructure at Overton Mill with circa 50 redundancies.

With many vacancies being filled internally due to the selection criteria as part of the restructure and the effects of the COVID-19 pandemic, our external recruitment was very limited throughout the period.

However, we still continued to monitor the % of female recruits in line with a target to increase the percentage of new recruits who are women to 35% by 2022. However, Portals is still conscious that this should be based on merit and not involve positive discrimination. Our female headcount % at April 2020 was 15.6%. In 2021 it was 14.3% which has therefore reduced and now less on target for our 2022 aim. It should also be acknowledged that the overall

headcount was 440 at the snapshot date which has reduced by 79 heads since the previous snapshot date.

Context

As a manufacturing organisation, Portals is typical of the paper industry and of wider manufacturing, in attracting a greater proportion of men to operational roles, which are mostly shift based. The Overton operations department was less impacted by redundancies in the May 2020 restructure, whereas all other departments and support functions at Overton were impacted more so.

There was no salary increase applied in July 2020 and no company bonus paid.

In 2021, the Office of National Statistics reported the national average gender pay gap was 7.9% among all full-time employees (Office National Statistics). Portals mean gender pay gap is 7.5% which has remained the same since the previous year and is less than the national average.

A key cause of this gap is that our employees who do shift work, predominantly men, are eligible for a shift premium which inflates their pay rate artificially as compensation for the unsociable nature of shift working. This is further compounded by the fact that we have more women employed in entry level roles and day roles which are not eligible for a shift premium and are therefore lower paid.



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Similarly, to 2020, the bonuses paid this year were made up of 'refer a friend' payments, 'long service' awards and 'ex gratia' payments. However, this had led to a 1.3% gap favourable to women.

Reducing the Gap

Portals recognises that wider UK social and cultural influences mean that manufacturing and engineering roles are less likely to attract female applicants and there is no quick and easy way to eliminate the gap. However, Portals is committed to creating a more diverse workforce and this is fully endorsed by Epiris, the major investor in the business, as part of its Environmental Social and Governance objectives.

The huge impact of the COVID-19 pandemic throughout this period resulted in much focus on the daily operations at our sites. Therefore, we only saw usual business practices resuming towards the end of this period with a real focus on continuous improvement moving through into the 2021/2022 period. We believe building on our diversity and inclusion policies and initiatives by raising more awareness of the culture change needed to make our manufacturing work environment one that is attractive to a diverse range of candidates.

We remain confident that men and women are paid equally for roles of equivalent value. Our operational roles are graded, with all job holders at each grade being paid the same pay rate. We have robust selection methodology within our recruitment and succession planning processes to ensure we promote and appoint on capability and not on gender, whilst encouraging women and men to develop their careers within the business. We are engaging with local colleges for our apprenticeships and

local universities for our student placement schemes to target both male and female applicants.

We can confirm that the data published in this report satisfies the requirements of the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.

Ross Holliday
Chief Executive Officer
April 2022



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Portals' Gender Pay Gap Data

The statistics below were taken at the snapshot date. We are reporting on our UK-based employees which as at the snapshot date had a headcount of 440.

On the snapshot date, Portals had:

- One female Executive Director (20% of the Board)
- Two female executive leadership team members (25% of the team)
- 86% of employees were male, 14% female

Pay gap information

Pay gap information	
Mean gender pay gap	7.5%
Median gender pay gap	8.3%
% Male employees who received a bonus	3.9%
% Female employees who received a bonus	5.2%
Median bonus gap	0%
Mean bonus gap	-326.4%

Proportion of males and females in each pay quartile

	Male	Female
Lower quartile	81.9%	18.1%
Lower middle quartile	83.7%	16.3%
Upper middle quartile	89.5%	10.5%
Upper quartile	89.4%	10.6%

Company Pay Quartiles

