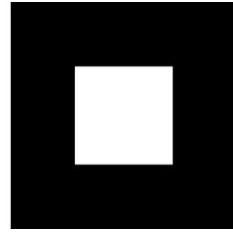


**rodericks
dental**



Gender Pay Gap Report

1 April 2017 – 31 March 2018

Rodericks Dental Gender Pay Gap Reporting

Having been associated in dentistry since 1984, Rodericks Dental Limited are proud to operate more than 80 high quality, modern NHS dental practices all over England and Wales. We are growing our estate further so more patients can receive excellent oral care from our excellent practice teams.

We offer comprehensive dental services, and whether our patients require NHS, private or specialist services, all are underpinned by our ethos of delivering the highest quality treatments and patient care. So at every visit, from a simple check up to more complex treatments, patients will always receive the same warm welcome and expert service.

We are committed to being the provider of choice for patients, dentists and employees, with values that underpin our approach to delivering the vision:

We care about our patients

We care about our dentists

We care about our people

We aim to provide high quality care, in dynamic practices with professionally motivated staff for loyal patients, delivering dentistry, delivering better oral health.

Publishing gender pay gap data on an annual basis will help us to see where action to close the gender pay gap is most needed. It will also help us to establish a benchmark for our own employees.

What is Gender Pay Gap Reporting?

From 2017 onwards, any UK organisation employing 250 or more employees has to publicly report on its gender pay gap in six different ways:

the mean and median gender pay gaps;

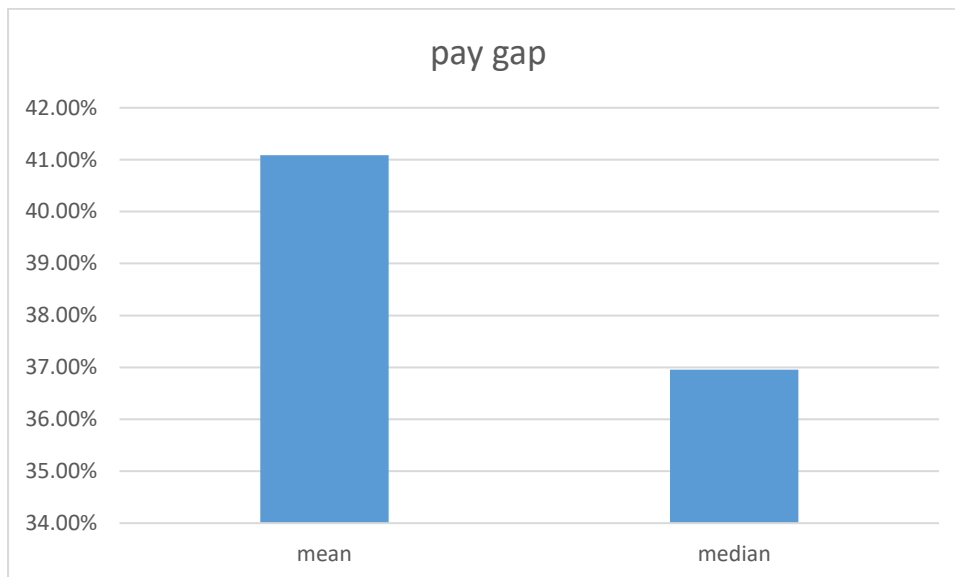
the mean and median gender bonus gaps;

the proportion of men and women who received bonuses,

and the number of men and women according to quartile pay bands.

Gender pay gap reporting does not mean that organisations have to report on equal pay. Equal pay is about differences in the actual earnings of men and women doing equal work. Rodericks Dental Limited is an equal pay employer.

Our Gender Pay Gap data



The Mean Hourly rate for women is £9.19

The Mean hourly rate for men is £15.60

Mean Gender Pay is 41.09%

The Median hourly rate for women is £7.83

The Median hourly rate for men is £12.42

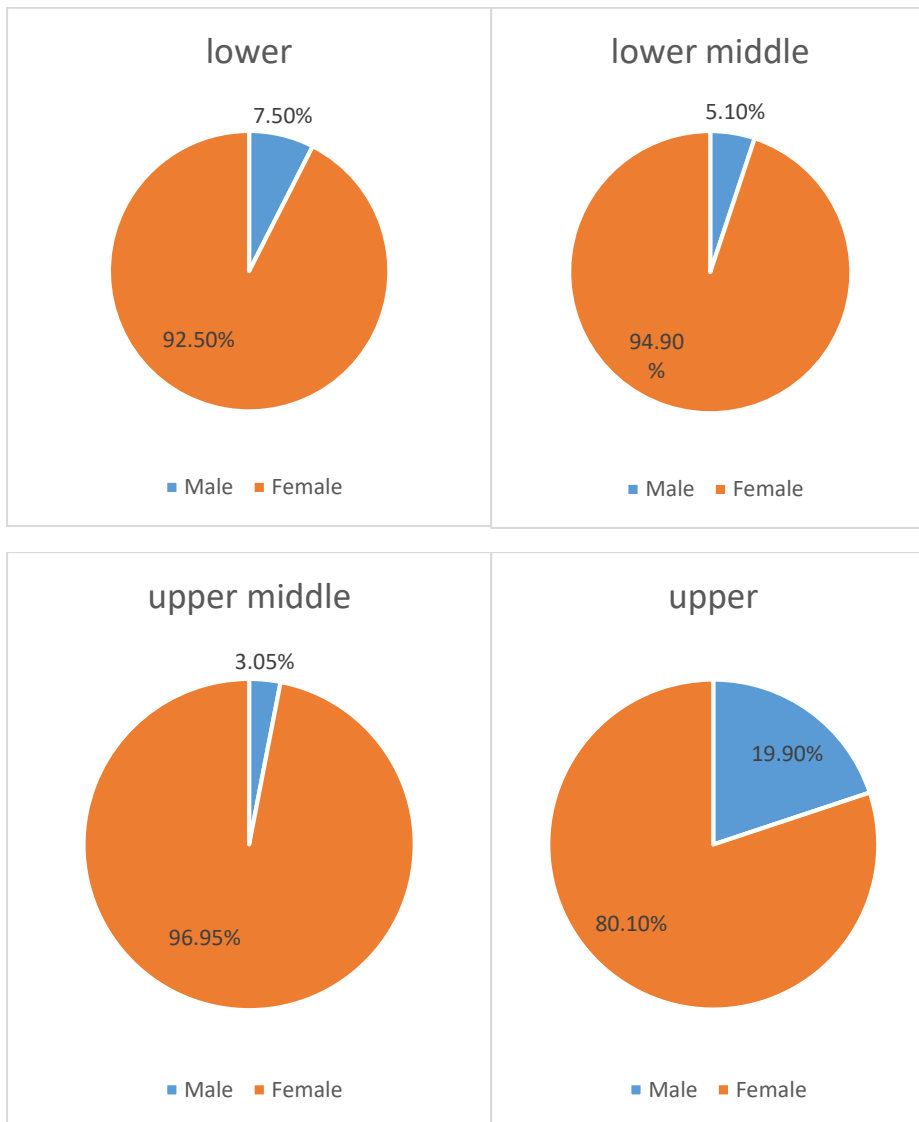
Median Gender Pay Gap is 36.96%

- 71 Male Employees
 - 5 Directors
 - 24 Central / Support Staff
 - 8 Dentists / Therapists
 - 6 Practice Managers
 - 28 Nurses / Receptionists

- 728 Female Employees
 - 3 Directors
 - 46 Central / Support Staff
 - 12 Dentists / Therapists
 - 63 Practice Managers
 - 604 Nurses / Receptionists

We collected our data on 5 April 2018, when our workforce consisted of 725 women and 71 men. The figures show that Rodericks Dental Limited has a mean gender pay gap of 40.85% and a median gender pay gap of 36.96%.

In common with the dentistry profession as a whole, our organisation is predominantly female. Given that 90% of our workforce is female, it is also the case that women outnumber men at most levels of the organisation. However, the fact that there are a greater proportion of men in the upper pay quartiles compared with lower pay quartiles, and a greater proportion of women in the lower pay quartiles compared with the upper pay quartiles, has an impact on our gender pay gap.



Having a predominantly female workforce means that even small fluctuations in the male workforce can have a significant impact on our gender pay gap. However, since our report last year we now have 2 females in senior director roles and members of the Board as well as an additional 2 females within the senior management team.

Additionally, our median bonus pay gap demonstrates the bonuses paid to both female and male employees was the same.

Median Bonus Pay Gap - 0%
Mean Bonus Pay Gap – 86.8%

8.10% - Women received a bonus
12.67% - Men received a bonus

The Dental industry also has a less than typical workforce from a contractual point of view, in that clinicians (including dentists) tend to be self-employed not employed, meaning that our clinicians have not been included in our gender pay gap reporting. Being female dominated as a profession, it is likely that including this significant part of our workforce would also reduce our overall gender pay gap.

Taking Action

These figures show that we can and should be taking action to reduce the gender pay gap in our organisation. We are prioritising the following areas for action:

- We have implemented a Human Resources system which enables us to regularly review our gender pay gap and build in a monitoring process for annual pay and bonus reviews.
- In readiness for the coming years gender pay gap report, we have introduced a salary structure for all nurse and reception roles allowing for greater transparency and progression.
- As an equal opportunities employer, we firmly believe in appointing the best candidate into the role, regardless of their gender or other factors covered by the Equality Act. We will continue to focus on improving our systems and processes for attraction and recruitment to reach a diverse range of candidates and allow practices to undertake recruitment activities in their local area.
- We have had some great success in flexibility of working within the organisation. We will actively encourage this for any level of role, to ensure that everyone has the opportunity to work in a way that supports them for their career aspirations and home life.
- We will focus on supporting all our people to develop their careers and reach their potential through promotion of development opportunities, holding career conversations, coaching and mentoring.

We are confident that the above actions will have a positive effect on reducing the gender pay gap in Rodericks Dental Limited and we are really proud of what we have achieved in the last 12 months.

I confirm that our data has been calculated according to the requirements of the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017

Signed

A handwritten signature in black ink, appearing to read 'S. Mehra', written over a horizontal line.

Shalin Mehra, Managing Director of Rodericks Dental Limited

1st April 2019