For the first time this year, all large UK companies employing over 250 people are required to report on their gender pay gap.

As a result of our growth over the last year, Dental Directory are an employer required by law to carry out Gender Pay Reporting under the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.

This involves carrying out six calculations that show the difference between the average earnings of men and women in our organisation; it will not involve publishing individual employee data.

As a business, we can use these results to assess:

- The levels of gender equality in our workplace
- The balance of male and female employees at different levels
- How effectively talent is being maximised and rewarded

What causes our gender pay gap?
We continue to work to understand the reasons for our pay gaps across the different employee groups. Many factors drive the difference in the average earnings of men and women across our business.

Our data supports that men and women tend to work at different levels in our company. Within our business, in general, more men are working in senior positions than women, resulting in the largest differentiation within our upper quartile groups.

Our Next Steps
At Dental Directory, we care about building a fair and equitable environment for all employees, where employees have equal access to employment, pay and development opportunities. We will continue to work towards this in the core areas of:

Recruitment – ensuring we attract and select the right person for the job through fair and balanced processes

Employee development – ensure that merit drives development

Employee policies and procedures – continue to develop policies which ensure fairness and equality across all employee groups and recognise the importance of a diverse workforce

Gender Pay Gap
Full pay relevant employees

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<table>
<thead>
<tr>
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<tbody>
<tr>
<td><strong>Mean</strong> Pay gap in hourly pay</td>
<td>18.08%</td>
</tr>
<tr>
<td>as a % of men’s pay</td>
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</tr>
<tr>
<td><strong>Median</strong> Pay gap in hourly pay</td>
<td>17.33%</td>
</tr>
<tr>
<td>as a % of men’s pay</td>
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</tbody>
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I can confirm the information and data provided is accurate and in line with mandatory requirements

Mark Stephenson (COO)
**Bonus Pay**
Proportion of Males and Females RELEVANT Employees who received bonus payment

**Number of Relevant Female Employees who received a bonus (12 month period)** 163

**Number of Relevant Female Employees** 203

**Gender Pay Gap Quartile Figures**

- **Quartile 1 Upper**
  - 63% 57 Employees
  - 37% 33 Employees

- **Quartile 2 Upper Middle**
  - 46% 41 Employees
  - 54% 48 Employees

- **Quartile 3 Lower Middle**
  - 41% 37 Employees
  - 59% 53 Employees

- **Quartile 4 Lower**
  - 46% 41 Employees
  - 54% 48 Employees

**Gender Pay Gap in Bonus**

- **Mean** Women received less in Bonus payments than men 35.5%
- **Median** Women receive less in Bonus payments than men 1.67%

**Got a Bonus**

- 80% 163 Employees
- 78% 142 Employees

**Number of Relevant Male Employees who received a bonus (12 month period)** 142

**Number of Relevant Male Employees** 183