

# Gender Pay Gap Report

**Snapshot: 5<sup>th</sup> April 2025; Submitted 5<sup>th</sup> April 2026**



# Summary

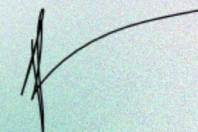
Today's Dental is passionate about building a workplace where all team members feel valued, heard, and appreciated. With our purpose to Improve Lives and Create Smiles, we're committed to building an inclusive organisation that allows everyone in it to reach their full potential. Reducing the gender pay gap is a key part to this, and in conversation with our teams across the business, we are reviewing ways we can improve on where we've been.

Examples of what we're doing:

- Pay reviews annually for all our employees.
- Standardised bonus scheme for all employees based on company performance.
- Benchmarking exercise of nurses' and receptionists' pay to understand where we sit in line with market and to ensure we're aligned with industry standards.
- Regular feedback opportunities through engagement surveys as well as introducing a new module that will enable data and ideas to be heard directly at board level.
- We are improving how we capture and consolidate our EDI data, including incorporating information from newly acquired practices. This will allow us to better understand the demographics of our workforce and identify opportunities to enhance representation across our organisation.
- We continue to strengthen our development pathways by offering structured training for Practice Managers, Level 3 Dental Nurse and Level 4 Oral Health Practitioner apprenticeships, and piloting a Receptionist Training Course. Our L&D Manager is also involved in national discussions on a Level 2 Receptionist Apprenticeship, and we are exploring further management development opportunities through our apprenticeship levy.
- We continue to support employees through family-friendly practices, to include support flexible working requests and offer hybrid and flexible working (where possible), as well as putting processes in place to promote our family friendly benefits in situ and continue to review these.

The data in this report reflects only our employed team members at the practices within our organisation, therefore excludes our self-employed clinicians.

Our gender pay gap figures reflect the demographic makeup of the dental sector, where women make up most of the workforce, particularly within dental nursing and clinical support roles. This long-standing imbalance is consistent across the profession and is not unique to our organisation. As we continue to grow through practice acquisitions and integrate teams via TUPE transfers, we are enhancing the quality of our workforce data and using these insights to further strengthen our commitment to inclusive opportunities. Alongside annual pay reviews, performance-based bonus structures, improved EDI data collection, and family-friendly working practices, we remain focused on supporting fair recruitment, retention, and progression for all employees across our organisation.



Rob Paxman, Chairman

# Our Gender Pay Gap

In April 2025, we had 262 employees across our dental practices.

257 of our employees were women, and 5 were men. This means that even small differences in the roles or seniority of our male employees can have a significant impact on our pay gap figures.

The Mean Gender Pay gap reflects the average difference in pay across all employees. Our mean gap is broadly comparable across the organisation of 2% which shows that, on average, men earn slightly more than woman. Given our workforce composition, this small difference can be affected by pay in a small number of roles occupied by men which can influence the mean result. This is ahead of comparable dental sector providers, highlighting our strong performance.

Mean Gender Pay Gap	2%
Median Gender Pay Gap	18%

The Median Gender Pay gap reflects the percentage difference between the 'mid-point' of both categories i.e. what the typical male employee earns vs the typical female employee earns. Because the nature of our workforce is made up predominantly of women working across a wide range of clinical and nursing roles, we only have a small number of male employees in the nursing/clinical part of our workforce. If only one or two hold roles in higher paid positions, the median results will be noticeably higher and affects the comparison between the typical male and female employee, even though the roles of the same types are paid consistently.

A positive percentage shows a gap in favour of men, while a negative percentage would show a gap in favour of women.

We continue to review opportunities for career development and progression across all roles to support a balanced and fair workforce structure.

# Pay quartiles

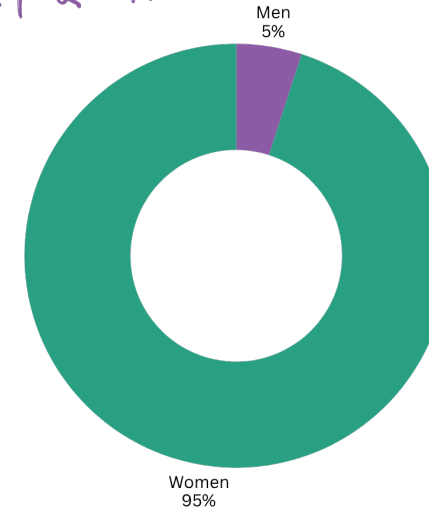
Quartile	Men	Women
Top	5%	95%
Top Mid	2%	98%
Low	0%	100%
Bottom	2%	98%

As women make up the majority of our teams in our practices, they can be seen across all pay quartiles.

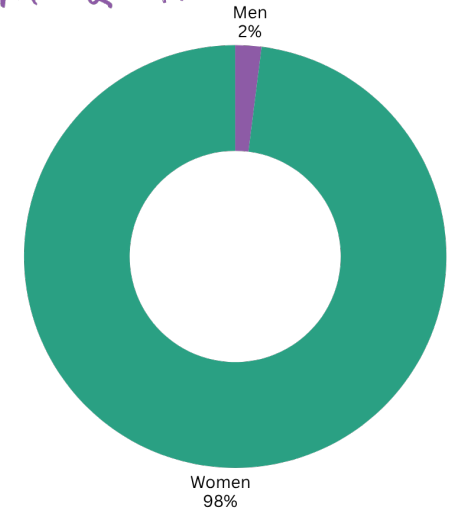
Although men make up only a small proportion of our workforce, those who are employed within our practices are represented across several qualities, including Top, Top Mid and Bottom pay quartiles.

Demonstrating that both males and females hold roles at various ranges of pay levels across our organisation.

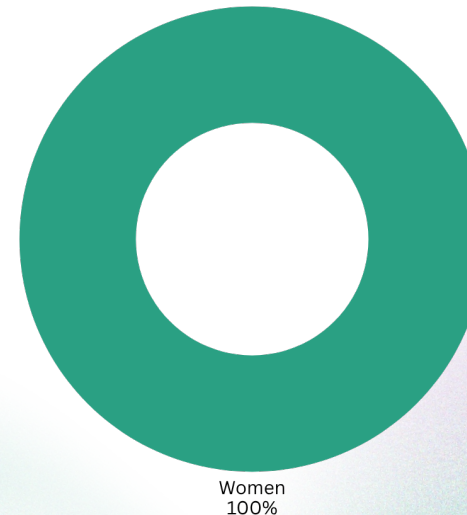
Top Quartile



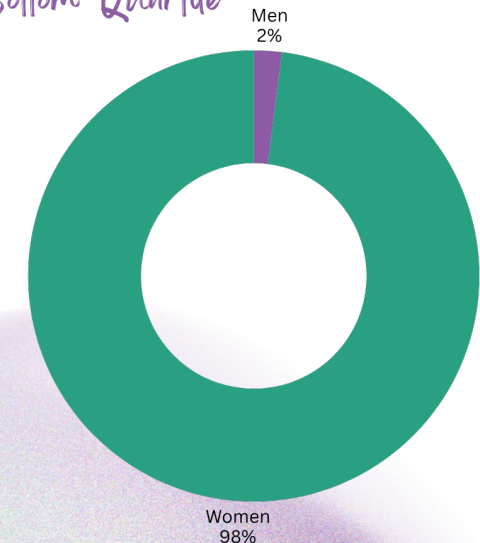
Top-Mid Quartile



Low Quartile



Bottom Quartile



# Bonus Gap

Mean Gender Bonus Pay Gap	23%
Median Gender Bonus Pay Gap	70%

In 2025, 20% of women (57) and 40% of men (2) received a bonus.

Both the mean and the median percentage differences reflect the distribution of men and women throughout our practices, where although men do not hold a majority of positions throughout the organisations, where they are present, they are concentrated in the higher-earning positions and this is reflected in these figures.

# Action plan

- We will continue to improve transparency around pay and progression wherever possible. As part of this, we will maintain our market benchmarking exercises for nursing and reception roles (both of which are predominantly occupied by women) to ensure pay remains fair, competitive, and aligned with industry standards. This work will help us identify and address any structural undervaluation that may be contributing to our gender pay gap and provide a robust, evidence-based foundation for future pay decisions.
- We will continue to strengthen the quality and completeness of our EDI data following the implementation of our HRIS in 2024. This includes reviewing and enhancing the data we currently hold to deepen our understanding of workforce representation and experiences. Building on this foundation, we will further integrate EDI considerations into our core people processes, including recruitment, retention, career development, and delivery of our People Plan - to support a more inclusive and equitable workplace. This includes moving towards skills-based assessments and structured interviews to reduce unconscious bias, which are proven methods to narrow gaps over time.
- We will continue to review and enhance our employee benefits offering, exploring other options such as salary sacrifice schemes, including a holiday purchase scheme, and assessing opportunities for flexible, customisable benefits tailored to the diverse needs of our workforce. This will support fairness, improve access to benefits, and help ensure our reward packages remain competitive and inclusive.
- We are committed to strengthening career development and promoting equality across our practices by providing clear and accessible learning pathways. This includes structured development routes for Practice Managers through our in-house Learning Pathway, Level 3 Dental Nurse and Level 4 Oral Health Practitioner apprenticeships to support clinical progression, and a pilot Receptionist Training Course to enhance entry level development. Our Training & Development Manager also contributes to a working group exploring Level 2 Receptionist Apprenticeships, and we continue to explore additional management training opportunities funded through our apprenticeship levy to broaden progression pathways for all employees.