

Gender pay report 24/25



I N T R O D U C T I O N

Riverdale Healthcare is the trading name of Riverdale Tradeco Limited. Registered Office: 13 Roseberry Court, Ellerbeck Way, Stokesley, Middlesbrough, TS9 5QT (Registered in England & Wales No. 11506562).

We are a group of independent dental practices located across England.

Following the establishment of the Group in December 2018, we have grown rapidly, acquiring 59 practices and a dental laboratory to date.

As a group we have focused on developing our people processes and policies as well as integrating our practices to maximise revenue opportunities. This activity has included the introduction of a pay structure which has rewarded our employees and has addressed pay inequalities in our acquired practices.

The benefit of this will continue to be visible in our future reports.



OUR MISSION

DENTISTRY FOR EVERYONE, WITH A PASSION FOR IMPROVING LIVES



OUR VISION

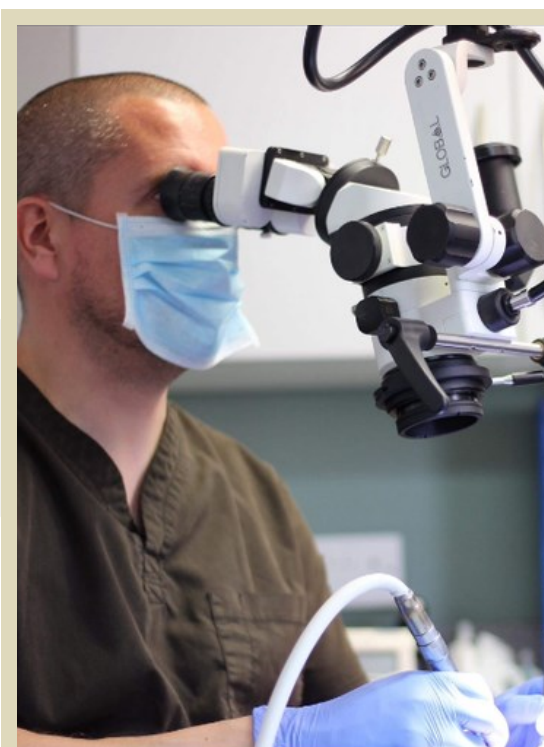
TO BE THE MOST TRUSTED PROVIDER, TRANSFORMING DENTAL CARE FOR THE NATION.

OUR VALUES

Our company values play an important role in our day-to-day operation and we empower all of our team members to demonstrate them regardless of the role they occupy. Everyone can make a difference – even if that difference affects one person. Our Values represent how we would want to be treated throughout our journey with Riverdale.



Do the right thing




Be the best we can be



Support each other

OUR VALUES & BEHAVIOURS




WE ALWAYS

- Act with integrity
- Care for people
- Own the outcome

WE NEVER

- Lose sight of others needs
- Look the other way when something's not right
- Waste our precious resources

Do the right thing




WE ALWAYS

- Work collectively to raise standards
- Think big and bold
- Learn from our mistakes

WE NEVER

- Stop improving
- Accept average
- Stifle innovation

Be the best we can be



WE ALWAYS

- Encourage & support development & ambitions
- Act with kindness
- Stay curious & open to learn

WE NEVER

- Blame others when things go wrong
- Limit Opportunities
- Work against each other

Support each other

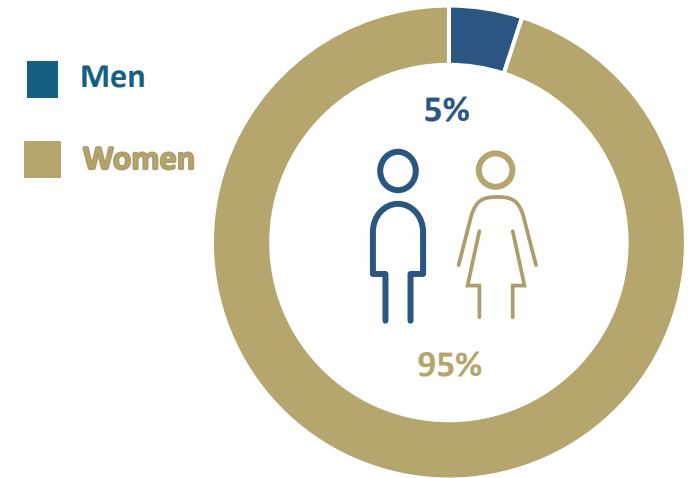
WHAT IS GENDER PAY GAP?

The gender pay gap is the difference between the average (mean or median) earnings of men and women across a workforce. Since 2017, employers with a headcount of 250 or more must comply with regulations on gender pay gap reporting.

This requires employers to annually report and publish specific data about their gender pay gap from the defined snapshot date which is the 5th of April.

Gender Split

At the snapshot date, we had 712 employed colleagues with an overall gender split of 95% female and 5% male.



OUR COMMITMENT TO EQUALITY, DIVERSITY AND INCLUSION

At Riverdale Healthcare, we take our commitment to diversity and equality seriously. We want to employ, attract and reward the best people, irrespective of gender, age, race, background, sexuality or any other factors by:



Making sure everyone can access the same opportunities



Valuing the differences between people



Ensuring that our patients and team members feel supported in our environment

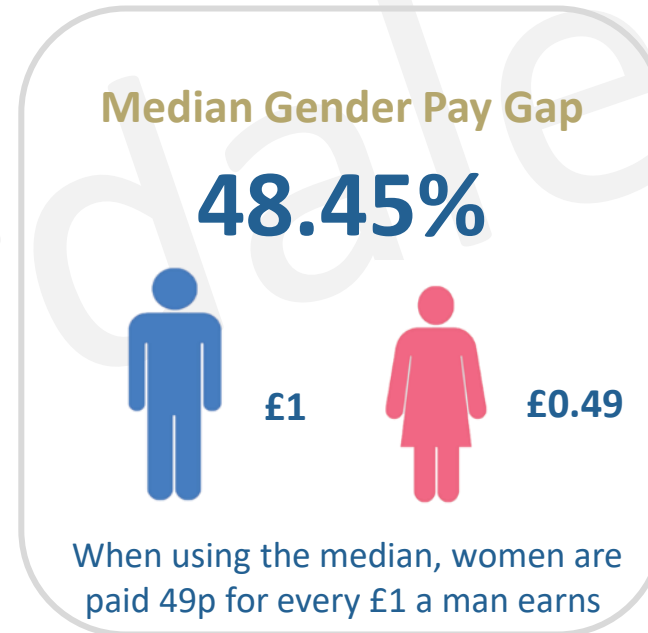
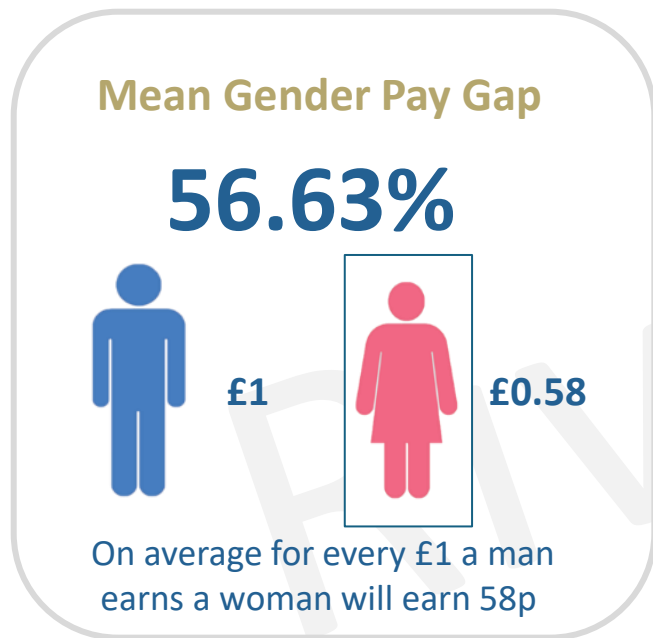
Our published gender pay report reflects the fact that most of our dental practices (which typically pay lower hourly rates), employ more women. We aim to be supportive, caring and have an inclusive environment for everyone that works and visits our Support Office and Practices. We are committed to working towards equality and to create a culture where the diversity, and dignity of our team members and patients are respected and valued by all.

We constantly review our policies and procedures and implement appropriate actions to help make positive changes where required, and we are determined to continue improving the diversity of our workforce at all levels to properly reflect the culture of our business.

2024 G E N D E R P A Y G A P D A T A

We have a mean Gender Pay Gap of 56.63% and a median Gender Pay Gap of 48.45% for 2024.

We recognise that while we employ both men and women in the organisation, men tend to be employed in more technical specialist or director roles which attract higher pay. We have significantly fewer men in lower paid roles which are typically within our dental practices.

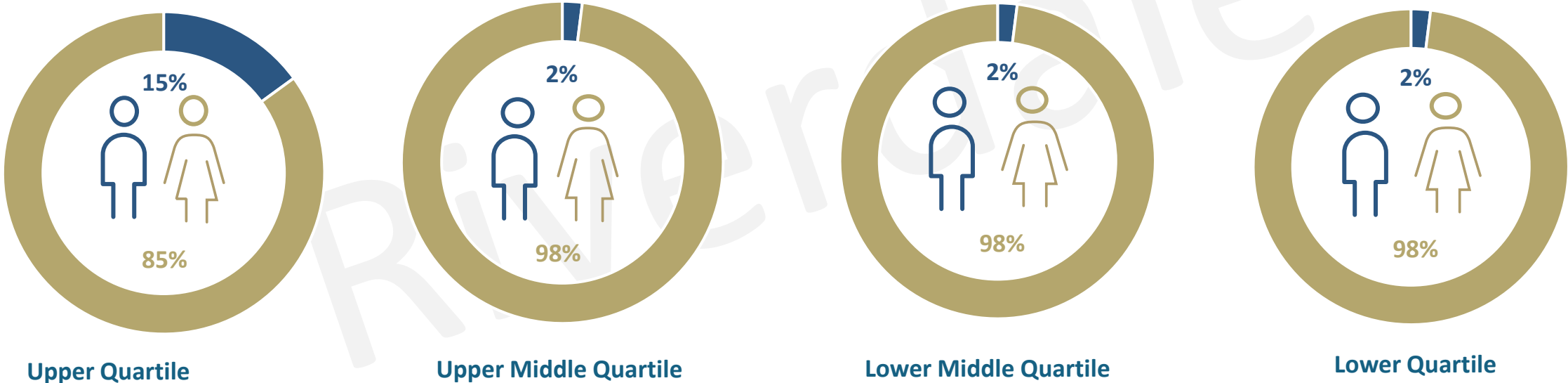


We have improved the Mean by 12 pence compared to 2023 due to an increase in female appointments within the Executive and Senior Operations level. The Median has decreased by 19 pence which has been driven by the expansion of our apprenticeship programme.

PROPORTION OF WOMEN vs. MEN IN EACH PAY QUARTILE

The following shows that women are the largest group of employees in all quartiles of pay, and 98% of colleagues in our second highest earning quartile are women. Men have mainly joined the company within the upper and upper middle categories.

Women are more likely to work at our practices, which typically attract lower hourly rates, however women are very well represented at 85% in the highest earning quartile than in other quartiles.



■ Men ■ Women

WHY A GENDER PAY GAP EXISTS AT RIVERDALE

As with other organisations in the dental sector, we continue to carry a larger gap than we would like between the pay of men and women. Within the industry, the roles within practices typically attract more women than men i.e. dental nurses and receptionists which are lower-paid roles.

We recognise creating a better gender balance among the group is important, which is a longer-term challenge.

We employ both men and women in our central functions, providing executive, managerial, and specialist technical skills such as marketing, finance, clinical, etc. Our demographics demonstrate we have more men in these roles who are typically higher paid.

The majority of our practice employees are women, where we do not have a gender pay gap. We also have expanded our Apprenticeship programme.

Over the past 12 months, we have appointed 3 additional female Executives, which will see the Gender Pay Gap reduce in the Upper Quartile in our next report.

Riverdale supports career progression for our practice employees to enable them to progress into higher-paid roles.

WORKFORCE DEMOGRAPHICS

In April 2024 (the snapshot date), we had 712 employees, with an overall split of 95% female and 5% male.

At the time of reporting, approximately 2.5% of our colleagues are male, with the majority working in our Support Office.

Within our practices approximately 2.5% are male colleagues.

Approximately 3.7% of our colleagues are female working within our Support Office.

We employ approximately 91.3% of our colleagues within our practices, which attract a higher proportion of women to these roles.

We continue to offer part-time and flexible working to support our colleagues, as well as remote and hybrid working arrangements. We believe flexible working is important to our colleagues and we do our best to accommodate this.

WHAT HAVE WE DONE IN THE LAST YEAR

- Further enhanced our nurse career pathway with minimum pay rates and clear progression routes and opportunities.
- Introduced additional Nurse levels to support specialisms and offer progression such as Practice Management Apprenticeships and Oral Health Practitioner courses
- We have internally promoted over 40 colleagues including two additional females into the Executive team.
- We continue to highlight and evaluate gender pay when making salary decisions.
- Reviewed our adverts and campaigns and implemented changes to maximise ED&I effectiveness.
- We have reviewed and launched our New Values.

OUR COMMITMENT TO IMPROVE OUR GENDER PAY GAP

At Riverdale we want to ensure that any actions we take are aligned to our vision and values.

We will continue to work to address the gender pay gap and what best supports the needs of gender differences in our business, to ensure equitable employment and opportunities.

Women are represented at the Executive level, which consists of the People and Culture Director, Operations Director, and Trading Director. In Operations we have 6 Senior leaders.

We are consistently promoting within practices, supported by our career pathway. All these individuals are female.

Nurse pay has been increased at a higher percentage compared to our support and operational teams. As our Nurse Cohort is predominantly women, we will continue to see the benefits of these initiatives in future reports.

We are committed to encourage and facilitate career progression via internal applications for operational and central support roles.