

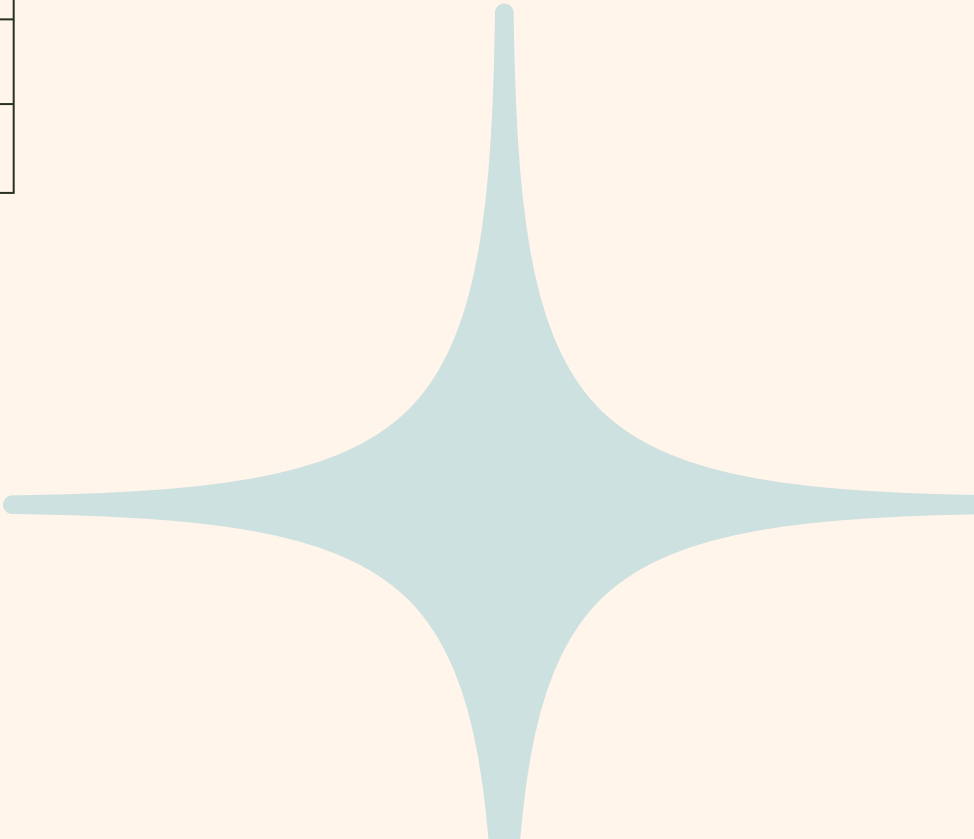


B.C. Pay Transparency Report 2025



Employer Details

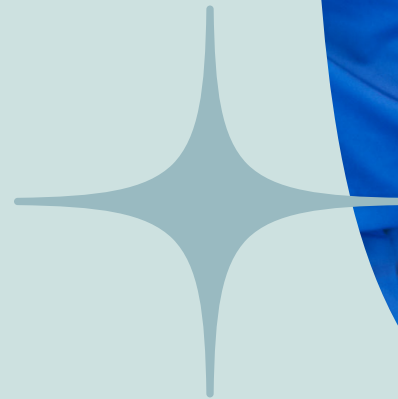
Employer	DENTALCORP HEALTH SERVICES LTD.
Address	1600-925 WEST GEORGIA STREET, VANCOUVER BC V6C 3L2, CANADA
Reporting Year	2025
Time Period	January 1, 2024 - December 31, 2024
NAICS Code	62 - Health care and social assistance
Number of Employees	1,000 or more



About This Report

This report covers Dentalcorp's workforce in British Columbia and follows the requirements of the B.C. Pay Transparency Act. It looks at hourly pay, overtime pay, and bonus pay across gender categories, and is one of the ways we hold ourselves accountable to fair and equitable pay for our team.

The Act prescribes four gender categories: man, woman, non-binary, or "prefer not to say/unknown." The "prefer not to say/unknown" category includes individuals who selected that option or have not consented for their gender data to be used. In accordance with the Act and reporting rules designed to protect the anonymity and privacy of respondents, one or more gender categories has been excluded from sections of this report due to insufficient numbers to meet disclosure requirements.



Fair Pay, in Context

Pay decisions at Dentalcorp are grounded in market data. We conduct nationwide salary benchmarking for all roles each year, and our compensation philosophy is built around providing every team member with an annual pay review and competitive salary ranges, regardless of gender.

Context matters when reading the data that follows. Dentalcorp's workforce in British Columbia is predominantly composed of clinical and patient-facing roles, such as dental hygienists, dental assistants, and reception staff. These roles are primarily held by women and are often structured as part-time positions.



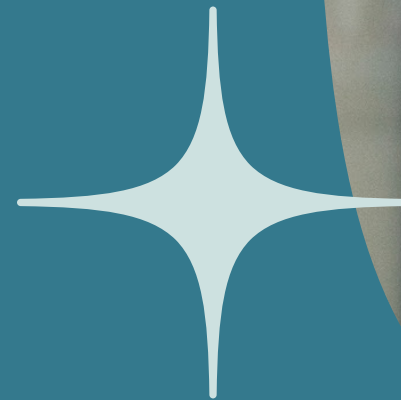
A Different Methodology

The Pay Transparency Act prescribes one specific way of looking at pay: the pay gap. This calculation shows the average difference in hourly wages, overtime, and bonus pay between gender groups across Dentalcorp's B.C. employees, regardless of role.

It does not account for job type, clinical specialization, hours worked, part-time versus full-time status, tenure, or role complexity. Those are the factors that determine equal pay for equal work, and they are central to how Dentalcorp reviews compensation internally.

This report does not include dentists, who operate as independent professionals within the network.

Reading the results that follow with this distinction in mind gives the clearest picture of what the data shows and where its limits are.



OUR RESULTS

1. Hourly Pay

Dentalcorp's B.C. workforce spans a wide range of clinical, administrative, and operational roles with different pay rates, and gender representation varies significantly across job types. The vast majority of positions in British Columbia are clinical and patient-facing roles, including dental hygienists, dental assistants, and reception staff, which are primarily held by women. These roles are often structured as part-time positions.

As of the reporting period, Dentalcorp's B.C. workforce included 2,185 women and 99 men, for a total of 2,284 employees.

Based on the report's methodology, the **mean hourly pay gap** shows that for every dollar men earn in average hourly wages, women earn \$1.33 in average hourly wages. In this organization, women's average hourly wages are 33% more than men's.

Dental hygiene is a regulated clinical profession with industry-set wage benchmarks that reflect the specialized training the role requires. In British Columbia, the role is overwhelmingly held by women, and is the primary driver of the average hourly wage difference shown above.

The **median hourly pay gap** shows that for every dollar men earn in median hourly wages, women earn 93 cents in median hourly wages. In this organization, women's median hourly wages are 7% less than men's. The median measure is less sensitive to outliers and provides a view of the midpoint of each group's pay distribution.



OUR RESULTS

2. Overtime

Overtime eligibility at Dentalcorp varies by role. All employees in overtime-eligible roles receive overtime rates calculated in accordance with the B.C. Employment Standards Act. The percentage of employees in each gender category receiving overtime pay is 59% of men and 62% of women.

The **mean overtime pay gap** shows that for every dollar men earn in average overtime pay, women earn 98 cents in average overtime pay. In this organization, women's average overtime pay is 2% less than men's.

The **median overtime pay gap** shows that for every dollar men earn in median overtime pay, women earn \$1.22 in median overtime pay. In this organization, women's median overtime pay is 22% more than men's.

Based on the assessment of overtime hours, the **mean overtime paid hours** difference shows that the average number of overtime hours worked by women was 4 fewer than by men. The **median overtime paid hours** difference shows that the median number of overtime hours worked by women was 2 more than by men.

These overtime results reflect the varied nature of clinical and operational roles across Dentalcorp's B.C. practices, where overtime patterns differ based on practice scheduling, patient volume, and role type.



OUR RESULTS

3. Bonus Pay

Dentalcorp's bonus programs are designed to recognize and reward both organizational and individual performance. The percentage of employees in each gender category receiving bonus pay is 32% of men and 28% of women.

The figures that follow reflect Dentalcorp's B.C. workforce structure. Bonus-eligible full-time positions, including practice management, operations, and certain leadership roles, represent a smaller share of the total B.C. workforce and have a more mixed gender distribution. The majority of clinical and patient-facing roles, primarily held by women, are often structured as part-time. While many of these roles are eligible for bonus programs, part-time employees work fewer hours and therefore receive proportionally lower payouts.

The **mean bonus pay gap** shows that for every dollar men earn in average bonus pay, women earn 46 cents in average bonus pay. In this organization, women's average bonus pay is 54% less than men's.

The **median bonus pay gap** shows that for every dollar men earn in median bonus pay, women earn 57 cents in median bonus pay. In this organization, women's median bonus pay is 43% less than men's.

These differences reflect variations in job type, hours worked, and eligibility structure rather than unequal pay for comparable work.



OUR RESULTS

4. Percentage of Gender Across Pay Quartiles

The pay quartile data illustrates the percentage of each gender within four equal-sized groups based on their hourly pay. In this organization, women occupy 95% of the highest paid jobs and 94% of the lowest paid jobs.

These percentages reflect the composition of Dentalcorp's B.C. workforce: women hold the vast majority of roles at every pay level, from reception and clinical support to dental hygiene and practice leadership.

In the **upper hourly pay quartile** (highest paid), women represent 95% and men represent 5%. In the **upper middle hourly pay quartile**, women represent 96% and men represent 4%. In the **lower middle hourly pay quartile**, women represent 98% and men represent 2%. In the **lowest hourly pay quartile** (lowest paid), women represent 94% and men represent 6%.

These pay quartiles were reduced to suppress gender categories consisting of fewer than ten (10) employees, in accordance with privacy requirements under the Act.



Our Commitments

At Dentalcorp, our purpose is to go **Beyond Brilliant through Frictionless Dentistry**, and that starts with our people. Since our founding in 2011, we have been on a clear mission: to deliver the best patient experiences and clinical outcomes, through our team of leading professionals, empowered by our unique technology, know-how, and scale.

Our values guide how more than 10,000 team members show up every day, and they shape how we invest in fair pay and a workplace where everyone can thrive. The initiatives below are grounded in those values.



Brilliant Together: Investing in Our People

Putting people at the centre of everything we do, with empathy and respect.

Comprehensive Total Rewards.

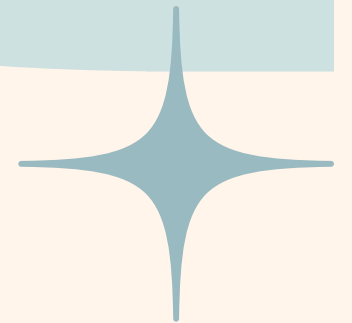
Beyond base pay, we offer extended health benefits through Canada Life, an Employee and Family Assistance Program through Dialogue, and professional development through dc Institute and LinkedIn Learning, along with additional perks to support personal and professional wellbeing.

Investment in Financial Wellbeing.

In 2025, Dentalcorp launched its Retirement Savings Matching Program, matching contributions up to 2.5%. The program supports long-term financial wellbeing for participating employees, because we believe financial wellness is fundamental to personal wellbeing and to a thriving culture.

Leadership and Cultural Values Framework.

Our framework equips every team member with the capabilities to live our values and supports their growth. It is embedded in our talent programs, mid-year check-ins, and recognition initiatives, including the Beyond Brilliant Recognition Program.



Beyond Excellence: Holding Ourselves Accountable

Striving for our best in every moment, doing the right thing, prioritizing safety, always.

Annual Compensation Review and Market Benchmarking.

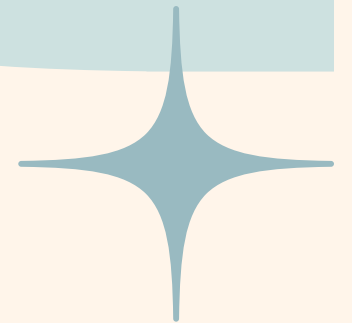
Dentalcorp conducts nationwide salary benchmarking for all roles annually, grounding pay decisions in current market data. Every team member receives an annual pay review, with the goal of competitive salary ranges across the network.

Safe and Equitable Workplace.

Dentalcorp is committed to providing a workplace where every team member feels safe, respected, and supported. Our Code of Conduct sets clear expectations for how we treat one another, and resources such as HR Connect, HR Support, and dc Safety are available to every employee for confidential guidance and support.

Founding Member of Women in DSO.

In 2025, Dentalcorp became the founding member of Women in DSO (Dental Service Organizations) in Canada, reflecting our commitment to advancing leadership and representation across the dental industry.



Explanatory Notes

1. **"Mean hourly pay gap"** refers to the differences in pay between gender groups calculated by average pay. Hourly pay does not include bonuses and overtime.
2. **"Median hourly pay gap"** refers to the differences in pay between gender groups calculated by the midpoint of pay for each group. Hourly pay does not include bonuses and overtime.
3. **"Mean overtime pay"** refers to overtime pay when averaged for each group.
4. **"Median overtime pay"** refers to the midpoint of overtime pay for each group.
5. **"Mean overtime paid hours"** refers to the average number of hours of overtime worked for each group.
6. **"Median overtime paid hours"** refers to the midpoint of the number of overtime hours worked for each group.
7. **"Mean bonus pay"** refers to bonus pay when averaged for each group.
8. **"Median bonus pay"** refers to the midpoint of bonus pay for each group.
9. **"Pay quartile"** refers to the percentage of each gender within four equal-sized groups based on their hourly pay.

In accordance with the Pay Transparency Act and reporting rules designed to protect the anonymity and privacy of respondents, one or more gender categories has been excluded from this report due to insufficient numbers to meet disclosure requirements.

