

ANNUAL REVIEW 2017

{idh} group
helping the nation smile



{my}dentist™
helping the nation smile

Dental
Directory

contents



- 3 CHIEF EXECUTIVE'S REVIEW
- 5 MYDENTIST REVIEW
- 7 DENTAL DIRECTORY REVIEW
- 9 CLINICAL EXCELLENCE
- 13 INVESTING IN OUR PEOPLE
- 15 A FOCUS ON KIDS'
- 19 CORPORATE RESPONSIBILITY
- 23 GENDER DIVERSITY
- 25 BOARD OF DIRECTORS AND KEY OPERATIONAL MANAGERS
- 29 SUMMARY OF FINANCIAL PERFORMANCE

"WE ARE EUROPE'S LARGEST VERTICALLY-INTEGRATED DENTAL BUSINESS, FOCUSED ON DELIVERING THE BEST POSSIBLE PATIENT CARE, HIGHEST CLINICAL STANDARDS AND A COMPREHENSIVE CHOICE OF TREATMENT THROUGH OUR UK PRACTICE NETWORK"



I AM PROUD THAT WE
CONTINUE TO LIVE UP
TO OUR HIGH CLINICAL
STANDARDS, DELIVERING
THE BEST POSSIBLE CARE
TO OUR PATIENTS

Over the last year, IDH Group has faced many challenges, but we are making sustained progress across both mydentist and Dental Directory, and end the year in a good position to continue this progress in the future.

As the only vertically-integrated dental services business in Europe, I am proud that we continue to live up to our high clinical standards, delivering the best possible care to our patients, and offering a comprehensive choice of treatments through our network of nearly 700 practices.

Since becoming the new Chief Executive of IDH Group in May 2017, I have visited many of these practices to meet our outstanding clinicians and practice colleagues, who are delivering some of the highest standards of dental care in the country.

Because of their hard work, we continue to see 100 per cent regulatory compliance in every single one of our practices, along with low levels of complaints, and high patient satisfaction ratings.

In Dental Directory, despite headwinds caused by the UK's decision to leave the European Union, we have seen positive revenue growth of some 15 per cent year on year.

The challenges we have faced, particularly regarding the completion of UDAs, have however been significant, and in the short-term we expect these difficulties to persist.

We now have a new board and leadership team in place to take the group forwards, and we are developing a clear strategy to increase recruitment, ensure our existing dentists meet their UDA commitments, and improve productivity.

Our focus for 2017-18 is to use this new leadership team and strategy to overcome the significant business challenges we have seen, and I believe we will end the year with a strong platform for future growth.

On behalf of the board, I would like to thank everyone across the group for their commitment and hard work.

TOM RIALI
CHIEF EXECUTIVE OFFICER

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AVERAGE
NET PROMOTER
SCORE
76

SURVEY
RESPONSE
INCREASE
24%

CLINICIAN
TURNOVER
9%

INCREASE
IN KIDS'
TREATMENTS
13%

**ONE
TEAM**



ANNETTE SPINDLER

MANAGING DIRECTOR



At mydentist, we are passionate about making a difference to the oral health of the nation every day; I am incredibly proud of our business and the progress we have made.

We are the largest UK dental chain and pride ourselves in leading the way in patient care. We ensure our clinicians can communicate clearly with patients and are armed with all the necessary skills and knowledge.

Since 2016 we have achieved three notable practice accolades from the CQC, something which we are very proud of, and aim to secure more of in the future.

Our values encourage our people to grow, flourish and develop, and we make sure we recognise and celebrate our people to create a highly motivational place to work and advance.

We aim to be the dental business of choice for clinicians, where they have an opportunity to develop their skills, and we offer a collaborative approach to our upward strategic drive, to provide the very highest standard of clinical care.

We are able to ensure continuity of care for our patients as our clinician turnover remains low at nine per cent, and every year we see an increase of graduates joining the mydentist team.

We continue to grow the private provision of services we offer by increasing the number of clinicians with specialist skills, this in turn allows us to deliver all the services our patients need and of course increase revenues to allow continued investment in the future.

We strive to foster real two-way communication between our colleagues and the business, and do so through our annual Great Place to Work survey and our Your Voice employee forums.

This year we are pleased to report a significant improvement of 24 per cent in our survey response rate, from 48 per cent to 72 per cent. Engaging with our colleagues directly and taking their views and feedback into account ensures we are able to focus our energies on the changes that will make mydentist a truly great place to work.

We also received an employee brand award this year further endorsing our mission to engage with our people.

We have an ever-increasing number of practices open late at night and weekends to accommodate the changing needs of our patients, and our focus on patient-centric care has resulted in a positive patient response.

Thanks to the great work of our marketing team, we are committed to improving the nation's oral health, particularly focusing on prevention with children. We have reached tens of millions of people through our media campaigns in the past year, educating parents on fluoride and sugar intake.

We have seen improvement in the number of fluoride appointments and kids' check-ups; year on year there has been increase of 12.9 per cent in kids' treatments at mydentist.

With our continued focus on children we're contributing to improving the state of kid's oral health in the UK.

We are delighted that we've just held our third annual Clinical Conference, where our clinicians and teams received business updates, CPD, networking opportunities and recognised the successes of our clinical and practice teams, further solidifying our mission to operate as one team.

We have everything in place to deliver a successful year at mydentist.

UPDATE - Annette Spindler has left the business and Steve Melton has been appointed Managing Director of mydentist with effect from 9th October 2017



MARK STEPHENSON
MANAGING DIRECTOR

Dental
Directory

DENTAL DIRECTORY

The Dental Directory businesses had a mixed year. The growth in revenue was very positive again and most of the businesses, categories and channels showed good growth.

However the impact of Brexit on exchange rates - especially the euro - had a negative effect on margins and therefore EBITDA was affected. Due to this, our year was focused on bedding in the previous acquisitions and the merging of DBG into Dental Directory, re-aligning pricing, marketing and focus to a different environment.

The last quarter demonstrated the turnaround after the Brexit impacts on quarters two and three.

The main focus was on growing our business with independent dental practices and smaller corporate groups, especially on the services we have developed to be a one stop solution for all their needs to grow their businesses.

We also continued to integrate more of the Dental Directory offerings with mydentist, which in turn helps build the external facing proposition.

The investments made in our engineering and training IT solutions proved to be very successful, as did the investment in our CRM. We were also able to modernise parts of the warehouse IT system, again driving further improvements in service as well as more efficiencies.

We are very pleased to reveal that over 65 per cent of our orders now come through on our market leading website.

Businesses acquired in the previous financial year generally grew strongly; Medfx, our facial aesthetics business, and Dolby, our decontamination and specialist engineering business, both exceeded targets.

PDS, our lab, needed more time to settle and the main focus was on quality and service improvements which were delivered and helped the business.

I look forward to the year ahead, with our management team strong and settled..



THE STRONG CLINICAL GUIDANCE OFFERED IN OUR PRACTICES IS ECHOED AND SUPPORTED THROUGHOUT THE COMPANY THANKS TO OUR CLINICAL STRUCTURE.

In the past year we have strived to continue refining our reputation of quality by meeting the expectations of the industry, and of our patients, and consistently improving on our clinical excellence.

mydentist is fully committed to improving the nation's dental health, and we have seen a continued improvement in the level of fluoride application to support a nationwide drive to improve children's oral hygiene.

Our focus on patient centric care has resulted in a strong, rewarding relationship with our patients, creating an average net promoter score of 76.

With an increasing number of practices opening late at night and on weekends, we can accommodate the changing needs of the population, as well as offer a wide choice of dental care options via NHS, private and payment plans; this year we also introduced a hygienist payment plan for patients.

The strong clinical guidance offered in our practices is echoed and supported throughout the company thanks to our clinical structure. We have four clinical directors and a large number of clinical support managers, all of whom are qualified dentists acting in a 'go-to' clinical support role for all our clinicians.

Thanks to its fantastic reception in the past two years, our clinical conference has just run for the third successive year, giving clinicians vital business updates, CPD and networking opportunities, all whilst recognising the successes of our clinical and practice teams. These clinical conferences complement our peer review and clinical panels to ensure continued engagement and networking within the field.

Recent clinical programmes have focussed on discussing how our dentists can provide choices to our patients and communicate in a way which clearly illustrates the choices of treatment available to them.

Our clinical induction arms our clinicians with vital skills and knowledge, allowing them to provide high-quality and ethical care to our patients, and this induction programme is a major contributing factor to all our practices being CQC compliant.

Throughout 2017 we have invested in digital radiography across the estate and are committed to rolling this out to all of our practices.

The private section of our business has continued to grow organically and we have increased the number of clinicians with specialist skills or interests. This enhances the patient journey by allowing us to offer patients a choice of local referral for advanced care; our clinicians are also offered CPD opportunities across a broad range of topics so they can keep up to date with changing techniques and treatment options.

CLINICAL EXCELLENCE

We continued to invest in staff training and offer a broad range of training opportunities at our Academy, via our online learning portal and at a local level. This focus on constantly improving our practice teams ensures a continuity of care and contributes to a low clinician turnover; we have also come to recognise the importance of combined skills in dentistry, increasing the number of hygienists, therapists and nurses with further skills.

All our clinicians can use rotary endodontics for root canal treatments meaning all patients are offered the highest standard of care.



Alongside all of this, both clinicians and the business continue to benefit from our branding overhaul, providing an excellent environment in which to deliver dental care.

INVESTING IN QUALITY AND COMPLIANCE

From April to June 2017, we received notification of 28 CQC practice inspections, and once carried out, we were pleased to hear all practices met the five Key Lines of Enquiry (KLOEs) they were inspected against, achieving a 100 per cent success rate.

We also achieved three 'notable practice' accolades from the CQC inspections since it was introduced in October 2016. The CQC encourages improvement in the primary care dental sector by celebrating these notable practices and promoting learning between providers.

During the inspection, the CQC looked at what our practices do beyond the duty of fundamental standards to ensure patients receive the best outcome from their treatments. These shared learnings are verified by the CQC's specialist dental advisor as part of their quality assurance processes, and they then go on to form part of a portfolio of good examples.

Our regulatory officers in field-based roles continue to support our practices at pre-inspection audits, and endeavour to attend all inspections. This allows their relationship with inspectors and advisors to grow stronger.

In June and July we undertook face-to-face compliance training with our practice managers, which was well received, with the aim being to demystify compliance. We used our 'mycomply' management framework as a driver to consistently demonstrate compliance, allowing us to achieve best practice compliance standards throughout all regions.

In the past 12 months, we have launched quality management frameworks within our compliance and registration team processes, providing a wider visibility of compliance and registration activity and helping us to identify trends; tailor ongoing help, support and training; and ensure all our practices are maintaining the highest standards of quality.

We are now embarking on the Quality Management Systems (QMS) ISO 9001:2015 accreditation of our compliance and registration process.

HEALTH AND SAFETY

We are delighted to report our continued Royal Society for the Prevention of Accidents success and for the third year running secured a Gold Award for Health and Safety. This accolade is thanks to the hard work of the entire business, with each part contributing in its own way.

Julia Small, RoSPA's head of awards and events, said: "The RoSPA Awards are the most prestigious in the world of occupational health and safety, and held in high regard around the world, as winning one demonstrates an organisation's commitment to maintaining an excellent health and safety record. Achieving the standard required is no mean feat."

We aim to carry on providing and maintaining a positive health and safety culture throughout the business, supported by strong leadership from the board, and we are pleased that the business has followed the example of recent years with overall accidents reported down by 12 per cent.

It should also be noted that there has been a reduction in reported incidence rates involving sharps of 14 per cent, achieved thanks to top-level support and positive buy-in from all levels of the business.

These figures demonstrate our persistent commitment through investment in training, engineered safety devices and equipment where practicable.

We have seen an extremely positive response from our practice managers, who have all recently received training from the health and safety team, involving a pre-course online

WE ARE DELIGHTED TO REPORT OUR CONTINUED ROSPA SUCCESS AND FOR THE THIRD YEAR RUNNING SECURED A GOLD AWARD FOR HEALTH AND SAFETY.

element followed by a face-to-face session. The training includes duty of care, risk assessment, legionella, CoSHH, behaviour safety, fire safety management and radiation.

Our focus for the rest of the year will be on training and risk assessment, and a centralised annual review of all building and fire risk assessments will help to provide assurance that correct procedure is being followed and highlighted actions on assessments are completed.



INVESTING IN OUR PEOPLE

At IDH, our people make up our business, so it is vital to us that we ensure our colleagues continue to see it as a great place to work. Over the years, we have continued to improve employee prospects and helped all our people to grow and develop within the mydentist business.

EFFECTIVE RESOURCING

Our team of specialist resourcers use their expertise to provide robust sourcing and selection support to managers for all key operational roles, including dental nurses, and are appropriately placed to identify future talent and internal succession in the future.

PAY AND REWARD

To remain competitive in the marketplace, we continue to review and enhance the package we offer to employees. We already offer a range of additional benefits to colleagues including long service awards, childcare vouchers, an employee assistance programme, medical indemnity, professional memberships, generous refer a friend schemes and life insurance.

This year, we have enhanced our offering by implementing the mydentist rewards platform, providing generous savings across retailers, healthcare and leisure providers.

In the coming months and years, we are keen to ensure we have consistency in employee pay and, in line with our August 2017 pay review, we have announced a set of minimum pay rates as the first step in creating a structured pay framework for practice support roles.

ENGAGEMENT

We want to make sure that we are always doing our best to foster real, two-way communication between our colleagues and the business itself. One of our best tools to do this is our annual Great Place to Work survey, as well as our Your Voice employee forums.

This year, we have seen a fantastic and significant improvement of 24 per cent in our survey response rate, from 48 per cent to 72 per cent. By making sure we engage with our colleagues directly, we are able to take their views and feedback into account, ensuring our energies are focused on making mydentist a truly great place to work.

DEVELOPMENT

Our practice managers (PMs) play an important role in ensuring the success of mydentist as a whole, so in November 2016 we launched our Practice Manager Induction initiative, giving all PMs access to an intensive three-month programme in which they are supported by a skilled PM buddy.

In the last year we have also delivered a range of development workshops to improve the ability of our PMs, including the Commercial PM, Delivering Effective 1-2-1s to Clinicians and Working Smarter for PMs.

In 2018 we will embark on a landmark programme to enhance the skills of our management teams; firstly by undertaking a rigorous assessment of Practice Manager skills and then

mapping them against the recently introduced industry standards for dental practice managers. This assessment will highlight development needs, which we can then meet with high quality solutions concluding in an assignment and certification programme accredited by an external business school.

From this December, any new PMs recruited to the business will be enrolled in our Trailblazers apprenticeship programme, an 18-month initiative culminating in a Level 4 diploma in Leadership and Management. The programme will utilise a government-driven apprenticeship levy, allowing us to develop highly skilled and capable PMs for the future.

Last September, we launched our in-house student dental nurse programme which to date has had 400 students enrolled. Student nurses study via the Learning Management System (LMS) which includes four modules containing 32 units of online learning, as well as face-to-face workshops.

Each student is assessed in their role, and a record of achievement is completed by the clinician and lead practice nurse, who sign them off as competent. Each student sits the National Examination Board for Dental Nurses (NEBDN) accredited theory and practical exams. The first cohort of students, 100 in total, will be sitting their written exam in November 2017.

LONG SERVICE AWARDS
TRAILBLAZER
GREAT PLACE TO WORK

The NEBDN has already audited our programme and given us the go-ahead for the next three years, which we believe highlights the quality of delivery we have achieved. The overall aim of the programme is to train and nurture high quality nurses, leading to greater retention; the initiative illustrates our desire to be market leaders, by providing a unique development programme to attract high quality people to our business.

Our academy goes from strength to strength each year with courses, workshops and now qualification programmes, all in support of our aim to make mydentist the employer of choice within the dental industry.

One of our core aims at mydentist is educating the nation on kids' oral hygiene. In 2015 we made our Kids' Club a central part of the wider mydentist brand launch, illustrating our dedication to it as a long term campaign.

As the largest dental provider in Europe, we felt it was our duty to do our part to improve the worrying state of kids' oral health in the United Kingdom.

Over the past year in particular, we have dedicated a lot of time and effort to identify where the gaps lie in parents' knowledge of their child's dental hygiene; we then took this data and used it to educate those who were in need of extra information.

BIG SMILES

A FOCUS ON KIDS'

THE MYDENTIST KIDS' CLUB

Since 2016, we've been on a mission to fill our practices and online resources with a large variety of materials to support parents with their child's oral health. These include:

- A fully interactive childrens' dental health section on the mydentist website for ages 0-12.
- The mydentist Plaque Attack app, an educational game available on both Apple and Android devices.
- The Toothtown storybook, an educational storytime book for younger children.
- A suite of resource books for parents on kids' oral health.
- Our Sip'N'Smile campaign, where we give a custom straw over the summer holidays with every child's appointment.
- Our 'Think Before You Drink' sugar awareness campaign with posters in all practices.
- Kids' Clubs hosted in all practices and at local schools, including mini role-play dentist uniforms, good food and bad food games and a tablet learning session.

KIDS' CLUB IN NUMBERS

In 2017 alone, our practices have seen an astounding 4,178 children and over 63 Kids' Clubs. Of these 63 clubs, 13 of them took place in our mobile learning unit, the Smiles Mobile.

The success of our Kids' Club speaks for itself, with 100 per cent positive feedback from all participating schools, it's clear both children and teachers leave the events feeling educated and motivated to improve their oral hygiene.

We can even see how this motivation translates into action after they leave the classroom, with an 11 per cent increase in new child appointments for a practice after a Kids' Club session.



FLUORIDE

The research we conducted around fluoride varnish in July 2016 with 2,000 parents revealed some worrying statistics and cast light on a lack of awareness around the free NHS treatment.

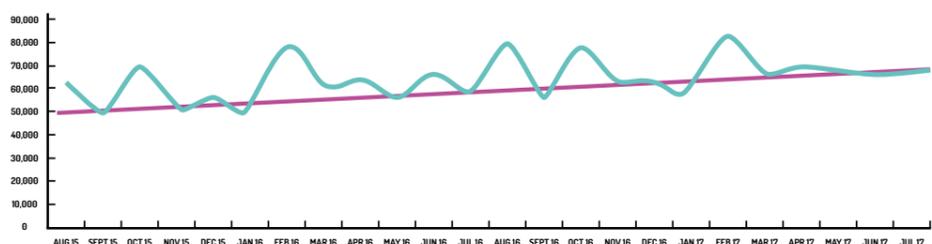
Some key learnings from the study were:

- Three in five parents are unaware of fluoride varnish treatment for children.
- Almost a third of parents struggle to get their children to brush their teeth.
- Around 40 per cent of children brush their teeth for less than a minute.
- Over a quarter of parents admit to not providing their children with a suitable oral hygiene education.
- Three quarters of children have never received fluoride varnish treatment.
- Almost three quarters of parents give their children fruit smoothies, with over half consuming them weekly, and a quarter daily.

During the summer holidays, we took to the airwaves on Sky Radio, the BBC and regional and local press outlets – reaching a total audience of 35m people – to discuss the findings of our survey and educate parents on fluoride.

THE RESULTS

Below is a summary of kids' fluoride appointments over the last two years. Spikes can be seen during periods of marketing activity, such as our fluoride campaign.



Year on year there has been increase of 12.9 per cent in children receiving fluoride varnish treatments at mydentist.

SUGAR AND THE SUMMER HOLIDAYS

As well as our fluoride campaigns, we recently carried out another research project, focusing on sugar, something which has long been the target of marketing materials in practice.

Key learnings from the sugar study were:

- 66 per cent of parents admit they find it difficult to avoid sugary snacks for their child during the summer holidays.
- A third of parents are unaware of how much sugar their child consumes on a daily basis.
- Less than 20 per cent of parents check the amount of sugar on a packet before buying a product for, or feeding a product to, their children.
- More than a third of parents are unaware of what 'sugar free' or 'no added sugar' typically means on food packaging.

To boost our message, we held a radio day alongside Mumsnet and appeared on Sky News to discuss the findings, reaching an audience of over eight million people. Afterwards, we saw website traffic soar by 10,000 visitors, showing that people were going to our website to find out more information.



IT'S ALL WORTH IT

Our data shows that children's appointments have increased steadily over the two years we have been running our kids' oral health campaigns. To put it in perspective, three to eight year olds have seen a year on year increase of 13.2 per cent.

By increasing the number of children's appointments, we are contributing to improving the state of children's oral health in the UK. We hope to continue this focus on improvement in the coming months and years.

BIG SMILES

POSITIVE ABOUT KIDS' DENTISTRY

Our research has revealed a worrying trend around kids' oral health, and this negativity has been heavily reflected in the media. We wanted to avoid going down the same negative road, and instead use a lighter, and hopefully more effective, touch.

We know that a big part of the problem is a lack of education and awareness of what is available for kids'. So in early 2017, with Easter looming, we decided to address this issue with a video showing exactly what a parent and child can expect from their first check-up appointment.

The fun and engaging 'My First Check-Up' video highlights some of the key points of a child's first check-up in two minutes, including what age a child should start visiting the dentist and what they can expect.

We produced the video with the help of real dentists and children, sharing it far and wide on social media, on our website and in our practices.



WE ARE COMMITTED AT ALL LEVELS OF THE BUSINESS TO CHARITABLE GIVING AND ARE TRULY PASSIONATE WHEN IT COMES TO OUR ENVIRONMENTAL DUTIES.

CORPORATE RESPONSIBILITY



CANCER RESEARCH UK



CHARITABLE GIVING

Over the last year we have continued our partnership with the world's largest precious metal refinery company, Star Refining, allowing us to give patients the opportunity to donate their unwanted metalwork, such as old fillings, to a good cause.

Since we first partnered with Star Refining in 2015, our staff have raised almost **£76,000**, **£34,000** of which was raised in 2017 alone, with the help of practices and clinicians getting behind the initiative.

In 2016 employees voted for our new annual charity, Cancer Research UK (CRUK), and staff appreciated the ability to vote for causes they felt connected and engaged with. Over the past year, we have worked closely with CRUK on many large-scale, practice-wide events, such as Stand Up 2 Cancer in October, where we held a national 'Go Orange Day', including a full website takeover and practice events.

The event alone raised **£31,263** and we are delighted to announce that in our first year with CRUK we have exceeded our targets and have fundraised **£137,057**. We will continue our partnership with Cancer Research UK and are looking to surpass our impressive 2016 total.

Our relationship with CRUK has allowed us to work together to raise awareness of oral cancer, and we have created dual-branded patient information leaflets for our practices; we also share regular industry updates with our clinicians on oral cancer, and we are delighted to have a leading CRUK researcher in oral cancer as a keynote speaker at our next Clinical Conference in 2018.



VOLUNTEERING

As well as working with Cancer Research UK, we have continued our gold unity partnership with charity Bridge2Aid, which has given several of our clinicians the opportunity to join annual volunteer programmes in Tanzania, training local healthcare providers in emergency dentistry and setting up clinics in remote areas.

We support Bridge2Aid in several ways, including through Star Refining, via practice events such as our 'Smile In Pink Day' and through £50 donations

each time a dentist refers a friend to our business, all of which has raised thousands for Bridge2Aid since October 2015.

In September 2016, we sponsored the training of two clinical officers, and during the six days of training an incredible 1,315 patients were treated entirely free of charge.

mydentist also funded a trip for two of our clinicians, Laura-Anne Johnston from Fintry, Dundee and Yasmin Mehta from Leicester, to Tanzania, to train health workers in emergency dental care; both Laura-Anne and Yasmin described the trip as 'life-changing' and 'inspiring'.

Two more mydentist clinicians will travel to Tanzania again in September of this year, and we have also part-funded the trip for one of our nurses, after she inspired us with her commitment to working with Bridge2Aid.



In 2017, we worked with the children's reading charity Beanstalk, which provides one-to-one literacy support across the country; not only has the Beanstalk logo been added to our Toothtown children's storybook, but we have also created a poster campaign asking for volunteers in practice, and a number of our employees now act as reading volunteers.

Another of our charity campaigns is a local project involving a small handful of central departments. After a personal loss, the marketing and facilities teams have joined forces to fully refurbish the baby bereavement ward at St Mary's Hospital in Manchester. Working with suppliers and agencies, the teams have carried out extensive fundraising and had numerous items donated to create beautiful new spaces on the ward, which is part of one of the leading stillbirth hospitals in the UK.



ENVIRONMENTAL RESPONSIBILITY

We are constantly striving to become environmental leaders in the healthcare industry, and we remain conscious of our environmental footprint, whilst continuing to reduce waste and implement improvements wherever possible.

All our newer practices have been fitted with eco-flush toilets and person-in-range lighting sensors to reduce water and electricity waste. Digital developers are also being rolled out to reduce chemical usage and reverse osmosis are being installed to maximise energy efficiency. We are also undertaking an LED lighting trial with the prospect of a wider rollout if successful.

Deliveries to and collections from practices are subject to minimum quotas to ensure a sufficient supply chain and reduce fuel consumption, packaging and waste.

Our mission to go paper-free has continued with our electronic payroll system, whereby all payslips are accessed online, and wherever possible communications from practices to patients are sent via email. When paper is necessary, we ensure all marketing materials are FSC certified.

To validate these achievements and improve further, we are fully committed to achieving the internationally recognised ISO 14001 accreditation by the end of 2018.

In support of this objective, the 'environmental committee' has been relaunched as the Green Forum, and now has representatives from all departments meeting every two months. The forum is responsible for establishing an environmental management system to record our existing and forthcoming initiatives, paving the way to accreditation.

The forum is committed to inspiring all our staff to get involved, sharing environmental news from across the business with its quarterly newsletter 'Going Green', and will host a stand at our 2017 Clinical Conference with a 'Pedal Power' challenge.

It will also encourage all practices to appoint a 'green champion' to promote best practice and reward green excellence.

In summary, we truly believe that by working together and implementing even the smallest changes across the business, we can make a big difference.



GENDER DIVERSITY INFORMATION

Gender of Directors and employees year ending 31-03-17.

Band no	Band	Female	Male	Total
1	Exec	3	6	9
1.1	Exec - Other divisions	0	2	2
2.1	Functional Director	1	4	5
2.2	Regional Manager	2	2	4
2.3	Head of Department	4	9	13
3	Senior Manager	16	13	29
none	Other	6529	305	6934
Total		6655	341	6996

Age ranges by gender

Age range	Female	Male	Total
under 20	112	8	120
20-29	2327	93	2420
30-39	1891	113	2004
40-49	1074	54	1128
50-59	899	50	949
60 and over	352	22	374
Total	6655	340	6995



board of directors

and key operational managers



TOM RIALL Chief Executive Officer, IDH Group

Tom Riall joined Integrated Dental Holdings as Chief Executive Officer on 8 May 2017. He is the former Chief Executive Officer of Priory Group having held the position from April 2013 to December 2016 and led Priory through its successful sale to Acadia Healthcare Services. Just prior to his appointment, he had served as chief executive of Serco's global services business since June 2012, and prior to that its Civil Government and Home Affairs divisions having joined the business in 2005. Serco is a UK listed company that provides a variety of services and products relating to defence, home affairs, aviation, and transport. Tom has completed the Advanced Management Programme at Harvard Business School, holds an MBA from the City University Business School and a BA from Durham University.



ANNETTE SPINDLER Managing Director, mydentist

Annette Spindler is the Chief Operating Officer of mydentist. Annette has a wealth of experience within the retail and healthcare sectors. She was previously Marketing Director of Lloyds pharmacy part of parent company Celesio AG, Managing Director of Scholl Retail which included Podiatry clinics (previously owned by Alliance pharmacy), Marketing Director of Alliance Pharmacy (part of Alliance Boots), Sales, Marketing & Property Director at Brantano Footwear (including international—Middle East).

UPDATE – Annette Spindler has left the business and Steve Melton has been appointed Managing Director of mydentist with effect from 9th October 2017



MARK STEPHENSON Managing Director, Dental Directory

Mark Stephenson is the Chief Operating Officer of Dental Directory. Mark has extensive experience in the healthcare business, prior to IDH he was Managing Director of IPS Specials, a private equity owned specialist pharmaceutical manufacturer. Before this, he worked in Alliance Boots for over 10 years which included managing several businesses in homecare, hospital, contract sales, and manufacturer services. Mark's early career included manufacturing, purchasing, sales, and general management roles, culminating in eight years at Total where he managed over 10,000 retail outlets across Europe and introduced the retail brand "Bonjour".



GARETH YORK Interim Group Chief Financial Officer, IDH Group

Gareth York is a Chartered Management Accountant and joined the business in 2011 initially to ensure the success of the IDH and ADP merger. Gareth then became the Director of Finance for the mydentist division and has been heavily involved in both the expansion of that division, and the acquisitions that have formed the Dental Directory division over recent years. Prior to joining IDH, Gareth spent 13 years in leading management consultancy businesses, with the majority of time with PwC. Gareth ran a wide range of national and international consultancy assignments in a wide variety of industries e.g. retail, distribution, healthcare, central Government. During the 11 years prior to Consultancy Gareth held a number of Finance Director roles in a range of manufacturing / engineering businesses.

UPDATE – Omar Shafi Khan has been appointed Group Chief Financial Officer with effect from 16th October 2017



ROB PILLING Strategy and M&A Director, IDH Group

Rob Pilling has been with IDH Group since 2009 and has been responsible for the groups growth in practice acquisitions, being involved in over 250 deals since joining. He has more recently taken responsibility the groups future strategy and oversees all acquisitions for the IDH Group. He previously worked as a senior manager for a global firm of accountants called BDO Stoy Hayward LLP for 10 years in business transformation and turnaround solutions. Prior to that he was an accountant for Sports Souvenir Company and Birthdays plc.



TOM MUIR Group Director of Communications, IDH Group

Tom Muir recently joined IDH group from the Priory Group, the leading provider of behavioural healthcare in the UK supporting the needs of more than 30,000 people each year, where he was Group Director of Corporate Affairs.

Previously, he was a Senior Political Advisor at Conservative Campaign HQ, and worked in communications at Nomura, the largest investment bank in Japan.



LEO CARROLL Company Secretary and Group Head of Legal Services, IDH Group

Leo Carroll has worked with IDH Group since 2013, and has recently been appointed as company secretary. Leo is an experienced solicitor, qualifying in 2007. Prior to working with IDH Group, he worked in the finance and regeneration team at Manchester City Council, and prior to that was a corporate and commercial lawyer.

Non-Executive board



ALAN BOWKETT Non-Executive Chairman

Alan Bowkett joined the Board as non-executive Chairman on 21 March 2017. He has been Chair of the Avio Board of Directors since 2010, Diaverum since May 2016 and Strix since 2008. He has stood at the helm of a number of diverse international businesses spanning the aerospace, engineering, building products, chemicals and property development industries. Most recently, Alan was Chairman of the diagnostic imaging and cancer treatment group Euromedic, the retirement housebuilder McCarthy & Stone and FTSE 250 listed company Redrow. In addition, he has spent time in Brussels as Chairman of the Dutch chemicals group Acordis BV, and from 2009 - 2015, was the Chairman of English Premier League side Norwich City Football Club. Alan holds an MBA from London Business School and a BSC from University College London.



MARK ROBSON Non-Executive Director

Mark Robson is the Chief Financial Officer of Integrated Dental Holdings and joined in February 2012. Mark is a qualified chartered accountant with extensive experience in the consumer and leisure retail sectors including public- and sponsor-owned entities. He was previously Chief Financial Officer at Thorntons PLC (confectionary retailing and production), Somerfield Limited (food retailing), SFI Holdings Limited (pub and bar chain), Claire's Accessories (UK) Limited (children's fashion) and Alldays PLC (the convenience store group).



BARRY COCKROFT Non-Executive Director

Barry Cockcroft joined our Board in 2015 as a Non-Executive Director. Barry is a qualified dentist and initially spent more than 25 years in general dental practice where he also represented Coventry, Warwickshire and Solihull on the General Dental Services Committee of the British Dental Association, ultimately becoming the Vice-Chairman of the Committee. In 2002 he joined the Department of Health as Deputy Chief Dental Officer, and was appointed Chief Dental Officer in 2006. During this time, he provided clinical and professional advice to NHS England, the Department of Health and Health Education England and contributed to the development of dental care in the United Kingdom. He was awarded a CBE in 2010 as well as honorary fellowships by the University of Central Lancashire, the Faculty of Dental Surgery in England and the Faculty of General Dental Practice and an honorary doctorate in dental surgery by the University of Plymouth.



ANDREW BURGESS Non-Executive Director, Carlyle Group

Andrew Burgess is a Partner at The Carlyle Group and Managing Director advising Carlyle Europe Partners, originating and leading buy-outs for services and consumer businesses. Andrew joined Carlyle in 2005 and is based in London. Prior to joining Carlyle, he was a Director of Bridgepoint, the pan-European Private Equity fund manager, where he was responsible for deal origination, execution, portfolio management and realisations. Andrew received a B.Sc. (Hons) in accountancy with law and economics and is a member of the Institute of Chartered Accounts in England and Wales. He currently serves on the boards of Integrated Dental Holdings, The Innovation Group, the business process outsourcer for the insurance and automotive industries, Addison Lee, the private hire and transport services provider and PA Consulting, a leading management consultancy.



LOUIS G. ELSON Non-Executive Director, Palamon Capital Partners

Louis G. Elson joined our Board in 2014 as a non-executive Director. Currently, he is co-founder and managing partner at Palamon, where he has managed investments in the European healthcare sector for the past 14 years. He has also participated in a number of other investments with Palamon, including Towry, SARquavita, OberScharrer Group, Retail Decisions and Feelunique. Prior to his career in private equity, Louis worked in investment banking at Goldman Sachs and in publishing at Time Inc. Louis has also held directorships in a number of companies in a variety of industries over the past twenty years.



KARTHIC JAYARAMAN Non-Executive Director, Carlyle Group

Karthic Jayaraman is a Partner at The Carlyle Group advising on investment opportunities in Europe for Carlyle Global Partners and opportunities in the healthcare sector for Carlyle Europe Partners. Karthic joined Carlyle in 2002 and is based in London. Prior to joining Carlyle, he was at Credit Suisse First Boston in the Investment Banking Group. Prior to that he was an Engineer at Schlumberger Limited. Karthic received his Bachelor of Engineering from The University of Sydney, Australia, and his M.B.A. from the Harvard Business School.



JEAN BONNAVION Non-Executive Director, Palamon Capital Partners

Jean Bonnavion joined our Board in 2011 as a non-executive Director. He is currently a Partner at Palamon. He has served as an observer or member of the board for many Palamon investments, including Towry and SAV Credit. Prior to joining Palamon in 2005, Jean spent eight years working in management consulting for Bain & Company in Paris and London. He also worked for the French Railways in London for two years as part of the Eurostar marketing team.

Shareholder representative

SUMMARY OF FINANCIAL PERFORMANCE

In the table below you will find a summary of IDH's financial performance together with the Key Performance Indicators (KPIs), both financial and non-financial.

These KPIs are fundamental to the IDH business, and focus on the drivers of value that will enable and inform the management team to achieve each division's business plans, strategic aims and objectives.

FINANCIAL KPIs

Year ended 31 March	2017		2016	
	£m	% revenue	£m	% revenue
NHS revenue	385.1	65.7	386.4	68.3
Private revenue	95.8	16.4	86.4	15.3
Dental Directory revenue*	104.9	17.9	93.1	16.4
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Total revenue	585.8	100.0	565.9	100.0
Gross profit	261.0	44.6	258.4	45.7
EBITDA before non-underlying items	68.8	11.7	80.2	14.2
Operating (loss)/profit	(22.7)	(3.8)	11.6	2.0
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Net bank and bond debt	527.4		516.8	
Cash generated from operations	72.9		80.0	
Cash generated from operations net of interest paid	34.4		44.7	

*After elimination of intra-group sales

Year ended 31 March	2017	2016
Like for like private revenue growth	7.0%	11.6%
£/UDA annual contract uplift	0.7%	1.34%
Overheads as a percentage of revenue ¹	33.1%	31.8%
Number of practices	674	672
Employees (average number) ²	7,521	7,145
UDA delivery (% of total contract)	90.4%	92.4%
Net debt to EBITDA	7.67	6.45
Pro-forma EBITDA ³	£70.3m	£84.8m
Net debt to pro-forma EBITDA	7.50	6.09
Total UDAs delivered (million) ⁴	12.6	12.8
Total UOAs delivered (million) ⁵	0.5	0.5

- Overheads as a percentage of revenue represents administrative expenses, plus distribution costs, less depreciation, amortization and non-underlying items.
- Employees – excluding self-employed clinicians.
- Pro-forma EBITDA represents the estimated EBITDA of the group after adjusting for the full year ownership effect of acquisitions completed during the year ended 31 March 2017.
- UDA – Unit of Dental Activity, measures set as part of the NHS contract terms.
- UOA – Unit of Orthodontic Activity, measures set as part of the NHS contract terms.

Management defines net debt as all external bank and bond debt, and therefore this excludes any shareholder loan notes and preference shares; the closing net external bank and bond debt as of 31 March 2017 was as follows:

Year ended 31 March	2017	2016
	£m	£m
EXTERNAL BANK AND BOND DEBT		
Senior secured fixed rate notes	275.0	200.0
Floating rate notes	150.0	225.0
Second lien notes	130.0	75.0
Super Senior Revolving Credit Facility (SSRCF)	-	39.0
Less cash at bank	(12.7)	(15.1)
<hr/>		
Total	542.3	523.9
Less unamortised issue costs, premium and discount	(14.9)	(7.1)
<hr/>		
	527.4	516.8

FINANCIAL REPORTING



The group reported its financial performance through the publication for its bondholders of financial statements each quarter during the year ending 31 March 2017. The Chief Executive Officer and Chief Financial Officer also held quarterly conference calls with investors including a Q&A session. Management has also met with investors where requested.

The senior secured fixed rate notes, the floating rate notes, the second lien notes and SSRCF in place at 31 March 2016 were refinanced through the issue of new instruments in August 2016. The new debt arrangements have maturity dates in 2022 and 2023.

There are no ongoing quarterly covenant measures that require compliance reports for the fixed or floating rate notes. The covenant requirements of the SSRCF require quarterly reporting to the banking group, in line with the information provided to bondholders, but also include one reporting covenant that measures amounts drawn under the SSRCF in relation to earnings before interest, depreciation, amortisation and exceptional items (EBITDA). The covenant is only measured when 35% of the SSRCF is drawn.

The group prepared its financial statements in accordance with International Financial Reporting Standards as adopted by the European Union (IFRS). A more detailed review of our financial performance, as well as the principal risks and uncertainties of the group, are set out in the statutory accounts of Turnstone Equityco 1 Limited, the holding company for IDH, and are available on our website: www.mydentist.co.uk

At year end, the group had significant additional facilities to support the future growth of the business including £98.2m undrawn against the £100m super senior revolving credit facility (SSRCF).



BRAND VALUES

Every member of the mydentist team, from clinicians to administrative staff, has a role to play in ensuring our brand values are implemented every day and translated into great service for each customer.

TRUSTED We're the people that customers depend on for their dental care, and we take this responsibility very seriously.

HONEST We're an open and sincere business that exists to provide the best dental care possible, so we strive to demonstrate our honest approach in the way we talk to our customers about the treatments they need, and the potential costs involved.

WARM & WELCOMING Dental care needs to be professional, but that doesn't mean we can't be friendly, compassionate and caring too. We believe that nothing works better than a lovely smile and some warm words to welcome customers to one of our practices.

UNDERSTANDS ME We understand what our customers expect from us, so we are available at times to suit them, with an efficient approach and reasonably priced care, whilst still being kind, sensitive and receptive to their needs.

LOYAL We're in this together, bonded by a solid belief in the worthwhile work that we do, helping the nation improve their dental health. So that's why we always show loyalty to both our customers and communities, as well as to our colleagues.

INNOVATIVE Dental healthcare never stops evolving. That's why we continue to provide the latest treatments and customer service. By always looking to innovate, our customers can rely on us for cutting-edge care.



Turnstone EquityCo 1 Limited (Company no. 07496756)

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