



Sasikala Karthaka  
Ally Since 2022

Gayle Villanueva-Ventura  
Ally Since 2019

Shrenik Shah, DMD  
Ally Since 2019

DEI ANNUAL REPORT ► 2022-2023

# A More Diverse, Equitable, and Inclusive DCA

We champion all kinds of diversity –  
diversity of backgrounds, diversity of  
thought, diversity of race, age, and gender.

## Our Mission



To advance the practice of dentistry by partnering with and supporting dental professionals to **create a lifetime of healthy smiles**

## Our Vision



To be the trusted **partner of choice** for the industry's best dental professionals

## Our Values | **usmile**

### ► Unleash Potential

We make our allied practices and team members better by allowing them to focus on, and develop their strengths. We help to unlock growth in people and practices that wouldn't be possible alone.

### ► Serve First

We always look out for our customers, because when we do, the rest takes care of itself. Our customers can be our allied practices, other team members, or the patient. No matter the customer, they are always our first thought.

### ► Move Forward

We look for ways to grow with our partners. Our continuous drive to try new things and to learn from them enables us to improve and innovate.

### ► Improve Lives

We inspire and improve the lives of each other and those in the communities that we serve. Our allied practices and support center are committed to making a difference.

### ► Lead Together

We celebrate the differences that make our team members and allied practices unique. We learn from the best of each other and grow stronger together.

### ► Expect Excellence

We are not average and we will not settle for average. We take pride in everything we do because everything we do supports our customers.

## The Vital Few | **VF**



### Operations Support

Improve the operational support of our dental professionals allowing them to optimize their capabilities to provide high quality and state-of-the-art dental healthcare



### Reach More Families

Reach more families in need of quality dental healthcare



### Expand Our Footprint

Create lasting value and expand our geographic footprint in new and existing markets through the affiliation of dynamic, growth-oriented practices



### Improve Communication

Improve communication at all levels of the company, promulgating our culture of service, quality and success

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Proud to be  
named one of

**America's Greatest  
Workplaces for  
Diversity in 2023**

**Newsweek**

## INTRODUCTION ▶

# We Champion All Diversity

Celebrating the Differences that Make us Unique

**DIVERSITY IS CENTRAL** to who we are as an organization. From the types of practices we affiliate with to the team members that make up those practices and those supporting them, diversity is embedded into our organization. We not only live this everyday, but it's a key way in which we create value. This is evidenced by one of our core values, "Lead Together," which reads: We celebrate the differences that make our team members and affiliated practices unique. We learn from the best of each other and grow stronger together.

But we have been determined to do more. In 2020, we established a more intentional approach and formed the Diversity, Equity, and Inclusion Council. I was fortunate to help organize and lead this council for the first several years with a purpose of promoting and encouraging diversity within all levels of the company so we are better suited to drive change and organizational growth. As we started, we identified a few critical areas of focus.



## James Nick

Immediate Past Chair, DEI Council  
& Chief Revenue Officer  
Ally Since 2018

The first one was communicating and educating our team members on the importance of diversity. We wanted to encourage dialogue. We wanted to highlight the importance to the organization and its mission. And we wanted to ensure everyone had access to tools and training to educate themselves about how our differences make us stronger. I hope you enjoyed this through the last few years – I know I've learned a lot from it.

Secondly, we wanted to better develop our talent. While DCA team members as a whole are a very diverse group of team members, we did not have that same level of diversity represented at the higher levels of the organization. Our goal was to improve that over time. We joined the Women in DSO industry trade group as a founding partner. We brought in new faces to the leadership team to help drive this further.

Lastly, we wanted to ensure that we were attracting diverse talent to this organization. This includes building a pipeline of talent across many backgrounds. One of our most significant investments to-date has been the introduction of "Ally Day," a floating holiday that team members can take on any day of their choosing to celebrate what is important to them, even if it's not a recognized company holiday.

A more diverse organization is one that better represents the consumers and patients we serve and better prepares us to evolve and change in the future as new opportunities (or threats) emerge. Without inclusion we risk becoming an organization that is not open to new ideas and new people. Without diversity we risk becoming insulated from the real world. We want all DCA team members to feel welcomed and open to sharing their viewpoints for the betterment of the organization and communities we serve. We champion all kinds of diversity – diversity of backgrounds, diversity of thought, diversity of race, age, and gender.

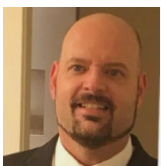
I, along with the rest of the DEI Council, were honored that DCA was selected as one of *Newsweek's* Greatest Workplaces for Diversity in 2023. This has been an intentional effort, but we know we are not done. We have more work to do, and I'm thrilled that Erika Williams will lead our efforts as DEI Council Chair into the future. I will be directing my time on the DEI Council to our newest focus area: expanding our DEI work further into our communities

Thanks for being a part of DCA. And thanks for always keeping an open mind.



# Welcome the Newest Members of the DEI Council!

We look forward to growing stronger together with you and are grateful for the investment of your time and talents to help make Dental Care Alliance a more diverse, equitable, and inclusive workplace.



**David Betz**  
Practice First Coach  
Ally Since 2021



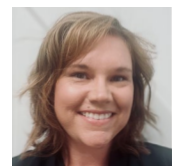
**Shannon Chin**  
Instructional Designer  
& Training Facilitator  
Ally Since 2022



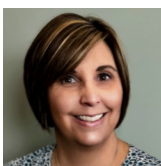
**Joseph D'Alessandro**  
Clinical Programs  
Coordinator  
Ally Since 2020



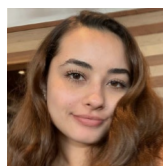
**Steven Duval**  
Vice President,  
Human Resources  
Ally Since 2014



**Amanda Franson**  
CE Event Coordinator  
Ally Since 2022



**Tracy Pham**  
Manager, Human  
Resources and Affiliate  
Engagement  
Ally Since 2016



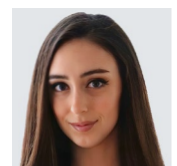
**Sarah Rios**  
Brand Strategist  
Ally Since 2022



**Elizabeth Rodrigue**  
Talent and Candidate  
Experience Partner  
Ally Since 2022



**Chris Russell**  
Senior Professional  
Recruiter  
Ally Since 2022



**Elodie Sirulnick**  
Marketing Coordinator  
Ally Since 2022

DEI ANNUAL REPORT ▶

# A More Diverse, Equitable, and Inclusive DCA

Making DEI a Priority at DCA



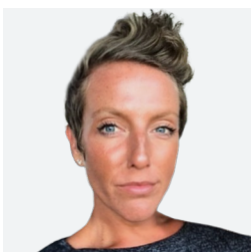
**AT DENTAL CARE ALLIANCE**, we endeavored to create not only a focus, but a dedicated group to reflect and celebrate the unique individuals who comprise our allied offices and the support teams that assist them. Proudly, we are a unique and talented team, making a true and lasting difference in the lives of others. Our patients, who are equally as diverse as are our team members, look to us for confidence, compassion, and care.

We champion every kind of diversity—diversity of backgrounds, of thought, and of race, age, and gender. We

strive to be more representative of the communities that we serve and better prepared to evolve and grow stronger as new opportunities emerge. Equally, we endeavor to make all DCA team members (current and future) feel welcomed and open to sharing their thoughts, beliefs, and experiences for the betterment of our company, supported practices and our communities.

We believe we cannot live our values without a specific focus on improving our performance related to DEI. Our U-SMILE values are the foundation for our behaviors as team members; and are a beacon for promoting diversity, equity within the organization.

In our first DEI Annual Report, we are proud to share some more information about who we are as Dental Care Alliance, and several of the key initiatives we have deployed since the start of our DEI journey. We truly hope it makes a difference.



## Kelly Stillman

Vice President,  
Communications & Culture  
Ally Since 2018

# DCA is an incredibly diverse and unique organization.

Dental Care Alliance is committed to celebrating the many and varied events, holidays, and observances that are important to our team members. We are committed to celebrating with you and raising awareness of the multicultural differences that make us unique. We have increased communications around diverse, equitable, and inclusive days. DCA welcomes the input of all team members to build on our list of observances. We encourage you to share your individual stories so that we can continue to grow stronger, more diverse, more inclusive, together. Please email your recommendations to [inclusion@dentalcarealliance.com](mailto:inclusion@dentalcarealliance.com).

- MLK Jr. Day
- Lunar/Chinese New Year
- Black History Month
- Women's History Month
- International Women's Day
- Nowruz
- Passover
- Cinco de Mayo
- Asian Pacific American Month
- Jewish Heritage Month
- Mental Health Awareness Month
- Pride Month
- Juneteenth
- Women's Equality Day
- Hispanic Heritage Month
- Rosh Hashanah
- Global Diversity Month
- Yom Kippur
- Diwali
- Native American Heritage Month
- International Men's Day
- Hanukkah
- Kwanzaa

## Ally Day: An Inclusive, Floating Holiday

At DCA, we believe we are strongest when our team members are comfortable embracing their full selves at work. We recognize the importance of embracing our differences and celebrating the holidays, traditions, and observances that may fall outside our standard holiday calendar. We established the DEI Council late last year with the purpose of promoting and encouraging diversity,

equity, and inclusion within all levels of the company and across our allied practices. As part of our comprehensive benefits package, DCA offers six (6) holidays:

- New Year's Day
- Memorial Day
- Independence Day
- Labor Day
- Thanksgiving Day
- Christmas

There are hundreds more holidays and traditions that our allies observe throughout the year. It is our hope that Ally Day will empower our team members and provide time away to celebrate the traditions most important to you.

### DEI COUNCIL MEMBERS ▶



**Erika Williams**  
Chief Talent Officer,  
Chair  
Ally Since 2022



**James Nick**  
Chief Revenue Officer  
Immediate Past Chair  
Ally Since 2018



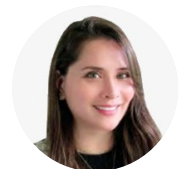
**Meghan Anderson**  
Compensation  
& Benefits Manager  
Ally Since 2015



**Tony Belton**  
Regional Manager  
Ally Since 2018



**Rick Drummond**  
Office Manager  
Ally Since 2009



**Sarah Fowler**  
Regional Manager  
Ally Since 2009



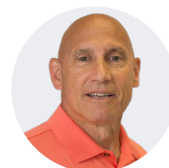
**Jeff Koziel**  
President  
Ally Since 2020



**Barbara  
Greene-Brooks**  
RDH  
Ally Since 1992



**David Pegg**  
Chief Development  
Officer  
Ally Since 2017



**Dr. Stephen Price**  
Dental Director  
Ally Since 1973



**Kelly Stillman**  
Vice President,  
Communications  
& Culture  
Ally Since 2018



**Beth Wynacht**  
Senior Director,  
Affiliate Integrations  
Ally Since 2019



## Raising Awareness and Creating Lifelong Learners

Our Diversity, Equity, and Inclusion Council is committed to developing programs and communications that prepare Dental Care Alliance and our allied practices to evolve, change, and be more inclusive in the future as new opportunities arise. DCA's Annual Compliance Training curriculum is intended to increase awareness, drive education, and align on our teams on laws, regulations, and company policies that apply to our daily responsibilities. As workforce regulations and laws continue to evolve, regular and updated compliance training helps to keep our team members informed and compliant with the latest information. Click here for our [DEI Conversations link](#).

## A Series to Improve Communication

In alignment with Global Diversity Month in October, DCA released a new, brief training to help our team members when *Communicating on Culturally Sensitive Issues*. The series sets ground rules and provides tips, suggestions, and best practices for having culturally sensitive conversations with colleagues and patients. All team members will take this course on an annual basis to raise awareness and provide our people with tools and resources to ensure their success—in both their personal lives and while in the office. And to help us grow stronger together.

## It All Starts With Your Voices.

DCA understands the importance of listening, working together, and regularly assessing how you are doing as a team member. You have the unique opportunity to provide feedback on what is going well, and where we can work together to get better. DCA's engagement scores improved in 2022 in nearly all categories. As we continue to advance DEI initiatives as a priority for the organization and our allied practices, we thank you for your continued and collective engagement in these efforts.

Chinese New Year



Black History Month



Pride Month



Hispanic Heritage Month



Jewish Heritage Month



Women's History Month

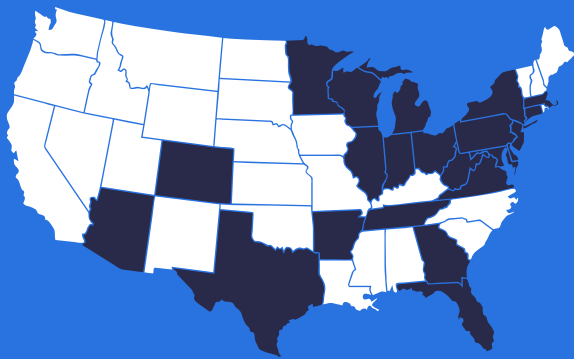


Share your stories at [inclusion@dentalcarealliance.com](mailto:inclusion@dentalcarealliance.com).



# Who we are

DCA is an incredibly diverse and unique organization with more than 400 offices across 22 states\*. We are proud of the individuals who make up our unique puzzle, complete with differing but beautiful genders, ethnicities, countries of origin, sexual orientation, race, and color.



**22 States**



**400+**  
Allied Practices

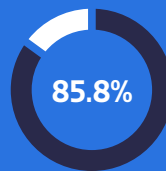


**900+**  
Dentists

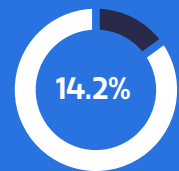
**5,556**  
Team Members



**4,678**  
Female



**788**  
Male



**0.2%** 14 American Indian / Alaska Native

**0.4%** 22 Native Hawaii / Other Pacific Islander

**6.3%** 351 Asian

**1.4%** 76 None

**12.2%** 676 Black / African American

**2.8%** 158 Two or more races

**23.3%** 1,295 Hispanic / Latino

**53.3%** 2,964 White

These differences are what make us the best dental professionals in the industry. What differentiate us as an organization that puts our patients first. What make us beautiful. What make us, US.

\*as of January 30, 2023

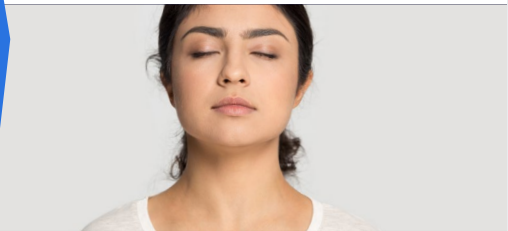
Native American Heritage Month



Kwanzaa



Mental Health Awareness Month



Cinco de Mayo



Nowruz



International Men's Day



## In 2022, DCA proudly welcomed Erika Williams, Chief Talent Officer. She is the first woman and person of color to join the DCA senior leadership team.

DCA strives to build on our existing talented team of diverse and unique individual leaders; we could not be prouder to welcome Erika, her perspective, approach, and experience to the family.



**Erika Williams**

Chief Talent Officer  
Ally Since 2022

As we scale our talent strategies functions to support our future growth strategy, it has been imperative that we expand our talent acquisition and talent development teams. As we are growing our teams, DCA has not only hired team members with a diversity of race, ethnicity, and age; but a diversity background. Our talent strategies teams now include clinical practitioners, to include several registered dental hygienists, dental assistants, and even a practicing dentist who have transitioned their people skills, networks, clinical expertise, and insights to recruit exceptional talent for DCA. Our amazing teams of recruiters, trainers and engagement specialists are solidifying DCA as a world-class talent strategies organization, positioning us to attract, recruit, hire, onboard, train, engage and most importantly, retain the best talent in the industry.

Our teams will track and report on diverse new hires and/or promotions, build pipelines of diverse talent via dental programs, hygiene programs, niche job boards, and marketing publications that are historically serving under-represented groups, update job postings and recruitment marketing are inclusive of our DEI efforts.

Through the efforts of our DEI Council and Talent Acquisition teams, we continue to focus on attracting and hiring diverse candidates for leadership positions.

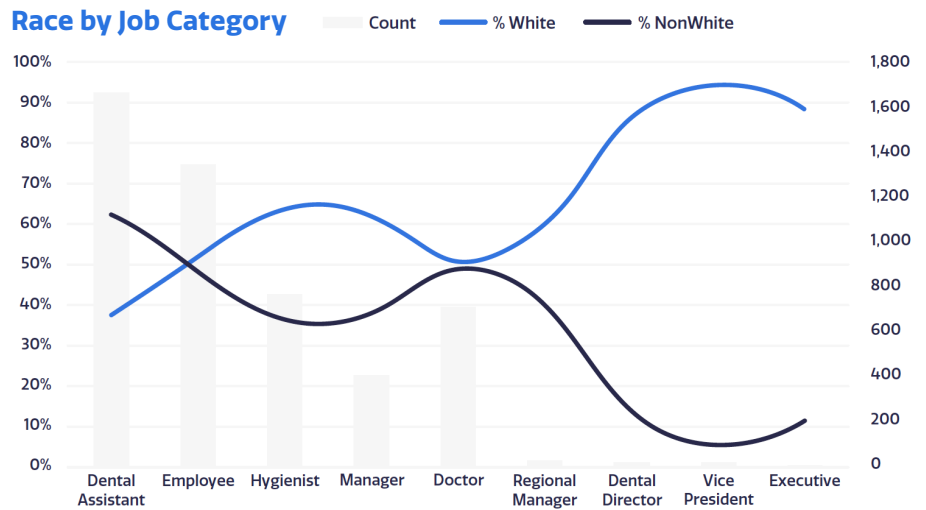
## Looking Ahead

The future of DEI at DCA will of course continue to include our focus on growing a diverse workforce and leadership team, ensuring an inclusive culture where all team members feel a sense of belonging, and celebrating our differences. We will introduce our Women's Leadership Council, which will focus on the networking, professional development, mentorship, and promotion of female employees within DCA.

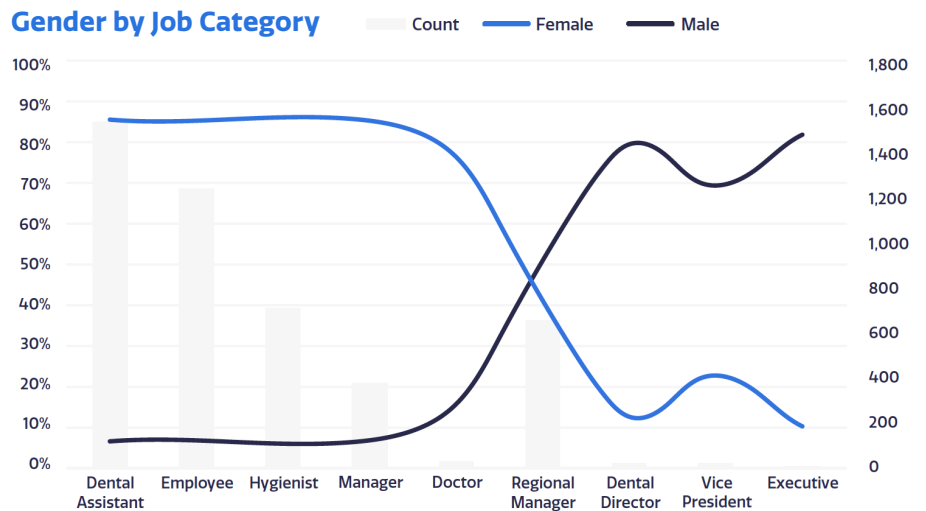
We will also explore opportunities for connection within our local communities, focusing efforts to partner with organizations groups that support our guiding principles and commitment to care. Finally, we will continue to build upon our education, programming, and operations to ensure our healthcare delivery models are inclusive, as everyone deserves access to oral healthcare.

As DCA enters the next phase of our DEI journey, I am privileged to work with a committed team dedicated to these efforts," shared Erika Williams, Chief Talent Officer. "We realize this is critical work to do now and for our future. Our greatest asset is our people. I am motivated and optimistic, and ready to take on this important work!"

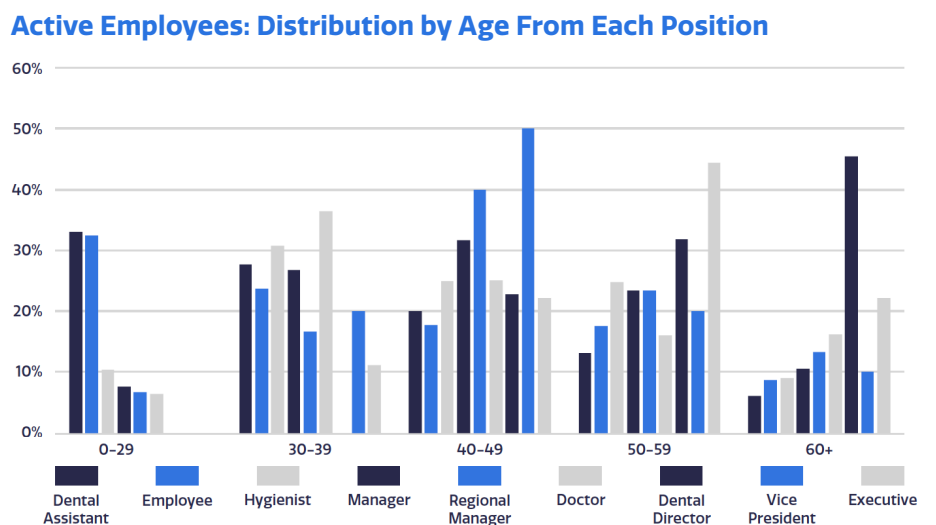
Race by Job Category



Gender by Job Category



Active Employees: Distribution by Age From Each Position



# Go further with an ally

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 @dcacareers

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