



Introduction

At **Envisage**, we are building a dental group that brings together exceptional private clinics, celebrating their heritage, empowering their teams, and providing tailored support. We believe that financial success follows when businesses are led with a patient-centred purpose and when people are at the heart of everything we do.

Creating a diverse, gender-balanced workforce that reflects the patients we serve is an essential part of this vision.

The inclusion, health, and wellbeing of our employees are paramount, and we conduct Employee NPS surveys every six months. In December 2024, we achieved an impressive score of 61 across the business, reinforcing Envisage Dental as a fantastic place to work and a company that truly cares for all employees—regardless of gender, race, or background.

Understanding the Gender Pay Gap

The gender pay gap measures the difference in average hourly earnings between men and women across a workforce. While it reflects pay differences, it is also influenced by broader factors such as occupational segregation and family responsibilities, which often impact women more than men.

Our reporting includes:

- The percentage of men and women in each hourly pay quartile
- The mean (average) and median gender pay gap for hourly and bonus pay
- The percentage of men and women receiving bonus pay

Envisage as a whole

The percentages of colleagues by gender at Envisage are:

- 7% men
- 93% women

Envisage Gender Pay Gap Data - April 2024

Pay Quartiles	Men	Women
Upper	15%	85%
Upper Middle	8%	92%
Lower Middle	2%	98%
Lower	4%	97%

Mean & Median Pay Gap

- Women's mean hourly rate is 42% lower than men's i.e. women earn 58p for every £1 that men earn hourly.
- Women's median hourly rate is 16% lower than men's i.e. women who earn 84p for every £1 that men earn hourly.

Bonus Pay Gap

- 15% of women and 12% of males received a bonus
- Men's mean bonus pay is 61% higher than women's.
- Men's median bonus pay is 72% higher than women's.

Where we have made progress

- Since 2022, the number of women in senior roles has increased the number of women in senior roles in the 'upper quartiles' at Envisage has increased from 75% to 85%.
- Mean pay gap the mean pay gap has reduced from 48% to 42%.

Why is there a Gender Pay Gap at Envisage?

The gender pay gap at Envisage is reflective of the wider dental industry, where the majority of clinical roles are held by women.

Many of these roles, particularly at entry level, include apprenticeships and training positions, which impact the overall pay gap. Additionally, many women within our workforce choose to work part-time due to family or caregiving commitments.

Meanwhile, a higher proportion of men occupy administrative and supporting roles, where pay varies significantly, contributing to the differences seen in the upper and lower quartiles.

When compared with similar organisations in the dental industry, our gender pay gap results align with the sector averages, without any significant disparities.





Our Commitment to Closing the Gap

We are dedicated to fostering a fair and inclusive workplace where all employees can thrive. To support this, we are committed to:

- Continuously reviewing our approach to total reward to ensure that all colleagues are fairly rewarded and have equal access to progression opportunities.
- Offering personalised training and development programmes to help all employees reach their full potential, regardless of gender.
- Ensuring transparent and fair recruitment processes, where male and female applicants are considered equally for all roles.
- Continuing to **promote flexible working** to remove barriers to career progression for employees balancing work and home responsibilities.

At Envisage, we believe that by supporting our people at every stage of their career, we are not only creating a stronger, more diverse workforce but also ensuring that every patient receives the highest standard of care.



A note from the Founders

Envisage is building a dental group that brings together truly exceptional private clinics where we focus on championing their local heritage, empowering their existing teams, and offering support tailored to their individual needs. We also believe profit is simply the result of teams led with a patient centred purpose and those that put their people at the heart of the business will always succeed.

In 2023 Envisage became the first nationwide dental group to achieve B Corp certification, underpinning our work around our Colleagues, Our Patients, Local Communities, Governance and the Environment. Under Colleagues we scored an impressive 22.3 where we were evaluated on our contribution to our employees' financial security, health & safety, wellness, career development, and engagement & satisfaction. In addition, this section recognizes business models designed to benefit workers, and those that have workforce development programs to support individuals with barriers to employment.

The health and wellbeing of all our employees is paramount to us, which is why we have a long-standing record of measuring our Employee NPS score every 6 months. In our latest score in December 2023, we scored a staggering 64 across our business with an Engagement Score of 96%. Although we have lots of work to do in order to continue the progress we have made, we are proud of the steps the company has made in making Envisage a fantastic place to work where we care for all our employees regardless of gender, race and ethnicity.

Harry Gill & Dr Sandy Dau

