



Gender Pay Gap Report 2025

Introduction

At Envisage Dental, we believe that all colleagues deserve an environment where they can thrive and deliver the very best standards of care to our patients, every day.

Over the past year, we have refreshed our group Vision, Mission, and Purpose to better reflect the future of dentistry at Envisage and how every one of our colleagues plays a part in that.

We are proud of our culture, centred around our CARE values of Curiosity, Accountability, Resourcefulness, and Excellence. These values set us apart from our industry and provide a framework for everyone to do their very best work.

To do our very best work with the innovation, creativity, and care that dentistry requires, we know we need diversity. Diversity of experience, of backgrounds, of minds, and of perspectives all play a part in that so we can best provide care that is the best it can possibly be for our patients.

Our 2025 gender pay gap data reflects the structure of our workforce, where women make up the significant majority of colleagues across the organisation. While this results in a gender pay gap in reporting terms, it is important to recognise that this is not an indication of unequal pay for equal work. It also does not reflect

the fact that a huge population of our workforce are self-employed Associates, which is a crucial lens for us to consider when looking at these figures and our resulting progress.

This year, we have seen a modest improvement in our mean gender pay gap, which is encouraging. At the same time, movements in the median gap and bonus figures demonstrate how changes in role distribution can influence our results, particularly given the relatively small proportion of male colleagues we have.

We remain committed to ensuring fairness in how we reward our people, increasing transparency, and supporting career progression across all roles. While structural factors will continue to influence our data, we are focused on taking meaningful, practical steps that support long-term improvement.



Emily Franklin
Chief People Officer



Understanding the Pay Gap Calculation



Gender Pay Gap

The gender pay gap measures the difference between the average earnings of men and women across an organisation. It is different from equal pay, which relates to men and women being paid equally for the same or similar work. Our gender pay gap is an unadjusted measure, meaning it reflects the overall distribution of roles and pay across the organisation, rather than differences in pay for individuals doing the same job.



Scope and Data

This report:

- Covers all relevant UK employees as of 5 April 2025
- Uses gross pay (before tax and deductions)
- Is based on the statutory snapshot period



Pay Elements Included

Our calculations include:

- Basic pay
- Allowances (where applicable)
- Pay for leave (such as annual leave and sick leave)

Bonus pay is reported separately.



Exclusions

The following are excluded:

- Overtime
- Expenses
- Benefits in kind (non-cash benefits)
- Redundancy and termination payments
- Deferred bonus payments outside the reporting period

Calculation method

using the following formula...

$$\left(\begin{array}{c} \text{Average pay} \\ \text{for men} \end{array} - \begin{array}{c} \text{Average pay} \\ \text{for women} \end{array} \right) \div \begin{array}{c} \text{Average pay} \\ \text{for men} \end{array}$$

Median

is the midpoint when lined up in order of pay. For example...



Mean

is the average. For example...

Sum of hourly rates for men

vs

Sum of hourly rates for women



The total number of men

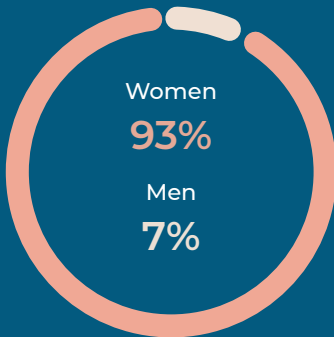


The total number of women



Our 2025 Pay Gap

Our Workforce Profile



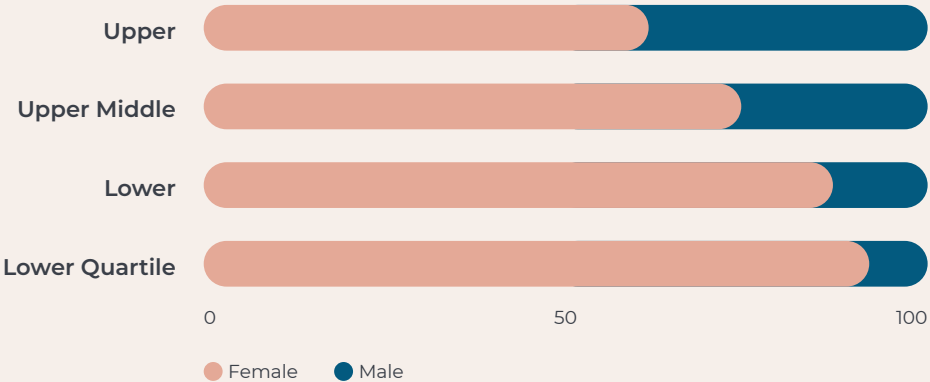
Our workforce is 93% female and 7% male — consistent with 2024 and reflective of the wider dental sector, where the majority of clinical and support roles are held by women.

Our Pay Gap

Median 2025:	Mean 2025:
25%	40%
Median 2024:	Mean 2024:
16%	42%

Our mean gender pay gap has reduced from 42% to 40% — a positive step forward. The median gap has increased slightly from 16% to 25%, driven by changes in the distribution of roles across the organisation rather than differences in pay for equivalent work. This is not an indication of unequal pay.

Pay Quartiles



Women represent 83% of the upper quartile, 94% of upper middle, 97% of lower middle, and 96% of the lower quartile.

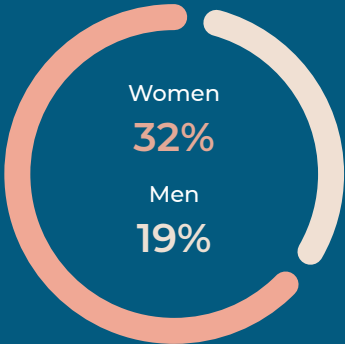
Male representation is slightly higher in the upper quartile (17%), which is the primary structural driver of our reported pay gap.





Our 2025 Bonus Gap

Our Bonus Participation



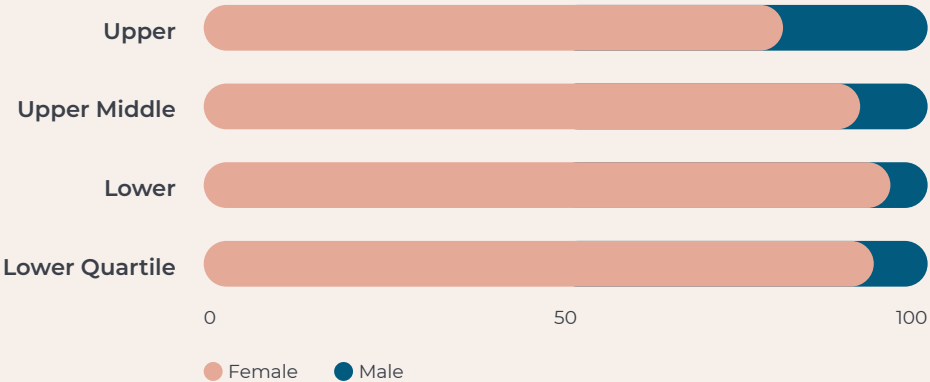
More women received a bonus in 2025 - 32% compared to men - 19%, up from 15% and 12% respectively in 2024. This reflects increased bonus eligibility as our workforce has grown.

Our Bonus Gap

Median 2025:	Mean 2025:
50%	72%
Median 2024:	Mean 2024:
72%	61%

The mean bonus gap has increased to 72% (from 61% in 2024) and the median to 50% (from 72% in 2024 — a meaningful improvement at median level). The mean figure is significantly influenced by the small number of male colleagues and the distribution of bonus-eligible roles, rather than unequal bonus practices for comparable roles.

Bonus By Pay Quartile



Bonus pay reflects role type and seniority across the organisation. The small proportion of male colleagues means that individual role changes can have an outsized effect on the reported gap year-on-year.



Our Strategy and Commitments

Aligned to our Envisage Strategy, B Corp recertification standards, and our CARE values of Curiosity, Accountability, Resourcefulness, and Excellence

01 Strong leaders define a strong reputation

We are actively identifying and developing our Clinic Manager capabilities – building a pipeline of brilliant leaders from within, the majority of whom are women.

02 Stronger together than alone

We believe that the answers to many problems are already in the room. That means listening to every voice, at every level.

Our operational cadence of 1-2-1s, monthly check-ins, quarterly meet-ups, and a 6-monthly colleague survey creates the structure for every colleague to be heard, supported, and progress their career at Envisage.



03 Expert support for business operations

We are implementing scalable people systems and clean data infrastructure, which means we will be able to measure, evidence, and act on pay equity with improved precision in the future.

Our system roll-outs in 2026 will also enable better pay transparency.

04 Deliver high quality patient care and experience

Recruiting and retaining highly skilled clinicians and investing in their training, development, and equipment is central to our purpose.

Closing our gender pay gap involves really holding ourselves accountable to those we employ, as well as making sure that our self-employed clinical associates have everything they need to deliver high quality patient care and experience at every appointment.

05 Home to only the best clinics

We will only partner with clinics that share our values.

That includes how they treat and reward their people. Our FDD process and feedback loop increasingly reflects colleague experience as a quality marker of a great clinic, not just a financial measure.



Building a fairer, more equitable **Envisage together.**

We are proud of the steps we have taken and honest about the work that remains. Our gender pay gap reflects the structure of our sector — but our commitment to closing it reflects who we are as a business. As a certified B Corp, we hold ourselves to a higher standard, and our colleagues deserve nothing less.

