



2025

Sustainability Impact Report

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Letter From CEO



2025 marked a new chapter for Optegra - defined by changing patient needs, growing health system pressures and our own corporate transformation. As demand for specialist eye care has continued to rise, we have embraced the responsibility to grow our business sustainably - not only treating more patients, but doing this in a way that is easier to access, more consistent, more digitally enabled and respects the needs of patients, colleagues, healthcare systems and the environment.

The year's most significant milestone was Optegra joining the EssilorLuxottica Group, placing us at the heart of a fast-evolving vision care and med-tech landscape. This partnership brings together Optegra's clinical expertise and operational footprint with EssilorLuxottica's global leadership in vision care, diagnostics, digital innovation and artificial intelligence. While Optegra is best known for delivering high-quality specialist ophthalmology care, our future impact will also be shaped by how well we support earlier identification of eye disease, encourage regular eye checks, and raise awareness of the lifestyle, health and environmental factors that affect vision. Integration gives us a stronger platform to bring together community optometry, diagnostics and specialist treatment - building a more connected model of eye health across Europe, spanning prevention, early detection, diagnosis and treatment.

Across the UK, Poland, the Czech Republic, Slovakia and the Netherlands, we expanded digital patient pathways, strengthened operational consistency and scaled innovation to improve both patient outcomes and organisational resilience. We remained laser-focused on pathway standardisation as a route to growth, recognising that consistent patient journeys, data collection, shared technology and common clinical standards enable efficiency, patient experience and the safe delivery of innovation at scale.

Artificial intelligence and digital transformation are key tools in our toolbox, and we saw considerable investment in AI-supported diagnostics and digital patient engagement. In our move to widen access to care, we implemented workflow automation and paperless pathways to support clinician decision-making and save precious time. These investments are only ever made alongside investment in clinical expertise. It is our blend of responsible innovation, strong governance, data protection and clinical oversight - underpinned by high standards of corporate, social and environmental responsibility - that ensures we will maintain patient trust throughout our transition to a more integrated, AI-enabled care model.

None of this could be achieved without the expertise and dedication of our people - clinicians, nurses, operational teams and support functions who define the Optegra patient experience. Change is not always straightforward, and I am so grateful to them for the professionalism, resilience and care our teams have shown as we have integrated and adapted to a changing healthcare market.

I am looking ahead to huge opportunity for Optegra and the communities we serve. EssilorLuxottica's med-tech ecosystem, coupled with our growing AI and data capabilities and continued investment in digital innovation, will see us redefine ophthalmology care together - delivering more connected, personalised, accessible and sustainable experiences across Europe. My thanks go to our colleagues, clinical partners and patients for their trust and support through this transformational year. Together, we are building the next generation of eye health care.

A handwritten signature in black ink that reads "Peter Byloos". The signature is written in a cursive, slightly stylized font.

Dr Peter Byloos

Chief Executive Officer, Optegra Eye Health Care

Letter From COO ESG Lead

At Optegra, sustainability is not distinct from our corporate strategy – it is embedded in who we are and how we operate. In 2025, I was proud to see sustainability increasingly shape how we design care, organise our teams, use technology and support patients through their care journey. For me, sustainable healthcare means building services that are clinically excellent, easier access, simpler to deliver and more efficient for healthcare systems – while simultaneously lessening our environmental impact.



We continue to advance this ambition across our European markets, strengthening Optegra's position as one of the region's leading specialist ophthalmology platforms. Our priorities are clear: to embed innovation, pathway standardisation and operational excellence into daily practice, while widening access to high-quality care for both public and private patients.

If I am to select three stories that best demonstrate our progress and impact in 2025, they are these:

First, is patient pathway standardisation. Removing unnecessary steps, with clearer communication, more consistent clinical processes and better use of capacity all contributed to a simpler and easier patient experience. With progress towards paperless pathways and standardised pre-operative and post-operative models, we helped to minimise friction for patients, reduce manual administration for colleagues and support a more scalable operating model.

Second, is Iris. Our AI-powered virtual assistant became an increasingly central part of our patient journey, supporting over 151,000 patient engagements during the year. We also expanded automation across appointment management, pre-operative assessments, post-operative follow-up and referral-to-treatment tracking – all of which allowed our clinical and operational teams to focus more time on patient care.

Third, is partnerships. We strengthened access through collaboration with retail and optometry partners, creating a clear front door into specialist eye care, while supporting earlier patient identification. As we deepen our integration with EssilorLuxottica, this connection between community eye care, diagnostics and specialist treatment will become an increasingly important part of our future model.

Protecting our environment is equally important. Every unnecessary appointment, form or paper process has a cost for people, healthcare systems and the planet. Innovations such as drop-free cataract surgery have the potential to dramatically reduce our carbon footprint, while also lessening the burden of care. In 2025, drop-free cataract pathways supported 15.7% of Group cataract volumes and 29.9% of UK cataract volumes, simplifying recovery for patients and reducing post-operative medication bottles and associated packaging waste.

I am excited by the opportunity ahead. We have work to do, but also the strategy and performance data that shows us we are on the right path. With our superb teams, technology and partnerships, underpinned by our integration with EssilorLuxottica, we have a unique opportunity to connect prevention, early detection, diagnostics and specialist treatment in a more seamless model of eye health care.

None of this progress would be possible without the patients we are honoured to care for. Our ambition, progress and impact is, above all, for them.

A handwritten signature in black ink, appearing to read 'Ola Spencer', with a stylized flourish at the end.

Dr Ola Spencer

Chief Operating Officer, Optegra Eye Health Care

Message from EssilorLuxottica

In 2025, Optegra became part of EssilorLuxottica, the global leader in vision care and medtech. With more than 200,000 colleagues across 150 countries, and its OneSight EssilorLuxottica Foundation having extended vision care to nearly a billion people in underserved communities, the Group brings significant scale to a sustainability ambition we share. Its approach, delivered through the Eyes on the Planet programme, closely mirrors our own, embedding sustainability in clinical performance, operational efficiency and patient-focused innovation. We are pleased to share a message from Elena Dimichino, Chief Corporate Sustainability Officer.

At EssilorLuxottica, sustainability is embedded in how we operate, supporting long-term business resilience and value creation. Our Eyes on the Planet program integrates sustainability across every dimension of the Group, delivering measurable impact for people and the planet - from carbon reduction and circularity to inclusion, responsible practices, and expanding access to vision care worldwide. I am particularly pleased to see how closely this approach is shared with Optegra, where sustainability is equally embedded in clinical performance, operational efficiency, and patient-focused innovation.



As we deepen our integration, we see a unique opportunity to connect clinical excellence with sustainable practices at scale - leveraging technology, partnerships, and operational capabilities to enhance patient outcomes while driving responsible growth and long-term impact.

Together, this strong alignment reflects a shared ambition: advancing high-quality eye care while delivering measurable environmental and social value, ensuring that growth remains both responsible and sustainable.

Elena Dimichino

Chief Corporate Sustainability Officer, EssilorLuxottica

Optegra in 2025



Key Facts and Figures

Specialised Offering Focused on Three Key Pathways

	 Cataract Replacement of the natural lens with a synthetic intraocular lens	 AMD¹ Medication injected into the vitreous body of the eye	 LVC¹ Laser procedure to correct vision impairments	 RLE² Replacement of natural lens to reduce dependence on glasses
Condition	Vision impairment caused by loss of transparency of the eye's natural lens	Age-related deterioration of vision caused by abnormal growth of blood vessels at the back of the eye	Myopia, hyperopia, presbyopia, astigmatism and other refractive errors	
Treatment	One surgery per eye, typically lasting 15 minutes	c.5 injections per annum for an average of 7 years	One surgery per eye (LASIK / LASEK, SMILE and PRESBYOND)	One surgery per eye, typically taking 15 minutes
Age Cohort	60+	60+	SMILE / LASIK / LASEK: 20-40 PRESBYOND: 40+	40+
Procedures	96K	39K	26K	26K
Payor Split	Mostly public	Mostly public	Private	Private

¹ Laser Vision Correction

² Refractive Lens Exchange



Measuring Our Impact

Data gives us the intelligence to make smart decisions – so we continue to prioritise improvements to our data collection processes. We introduced additional secondary KPIs alongside our core sustainability targets in last year's report, to best measure our performance and to drive further improvements. In this report, we share our progress at the beginning of each strategy pillar and provide year on year progress metrics to ensure transparency.

Central to these improvements was refining our governance mechanisms around the collection of sustainability data. We have extended the number of country markets reporting against our KPIs, and are now reporting sustainability data across the UK, Czech (CZ), Poland (PL) and Slovakia (SK). As we grow, we will aim to integrate new acquisitions into reporting once they have fully onboarded to our sustainability strategy.

Impact Spotlight

Accelerating Patient Pathway Standardisation

In our 2024 report, we announced the arrival of Iris – our AI-powered virtual assistant. In 2025, Iris went mainstream – supporting over 151,000 patient engagements! She is now transforming Pre- and Post-Operative assessments, delivering benefits and impact at scale, with a focus on standardised patient pathways.

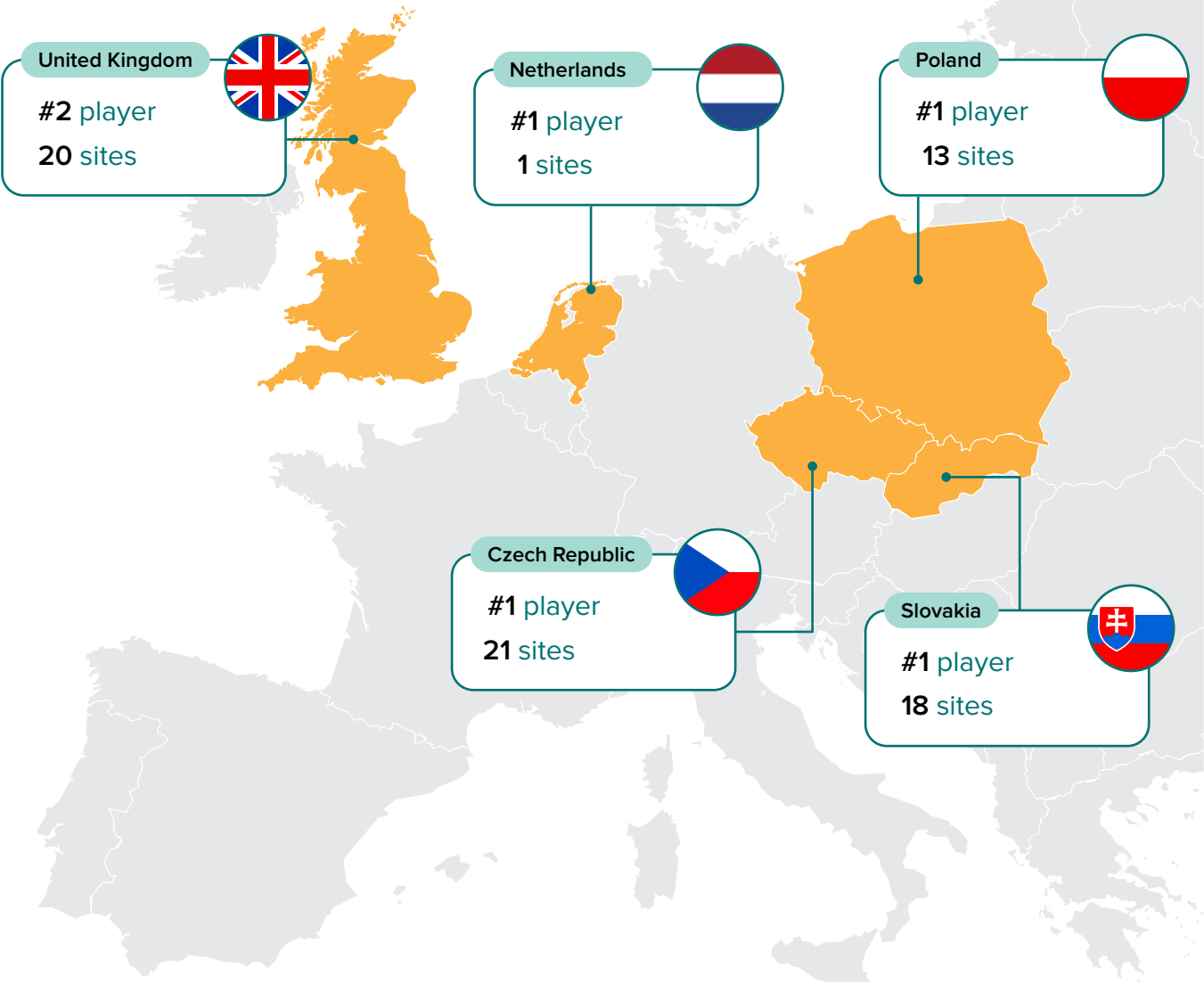
Standardisation makes sense for our patients and our business. Innovation is our backbone, but to achieve scale this must be delivered consistently. In 2025, we advanced medical and digital technology to streamline and refine our patient-facing operations, ensuring our patient-centric approach is experienced by all patients whether they are treated by Optegra in Preston or Prague. Iris was central to this.

Iris now appears throughout our standardised patient journey, ensuring every patient interaction feels personal - as demonstrated by AI Patient participation group insights. For more details, please see page 12.



*AI Generated
image of IRIS*

Pan-European Footprint continued to grow in 2025



Number of Clinics by Type ¹		2025	2024
Number of State-of-the-Art Clinics	Where surgeries take place	61	46
Number of Consulting Offices	Where appointments/examinations take place— with some kinds of treatments but no surgeries	38	38
Number of Optic Stores	Where optical products and accessories can be bought	16	18

¹ Number of sites calculated based on individual clinic type e.g. if one location has 1 clinic, 1 CO and 1 optic store, this will be counted as 3 in the data as opposed to 1 location

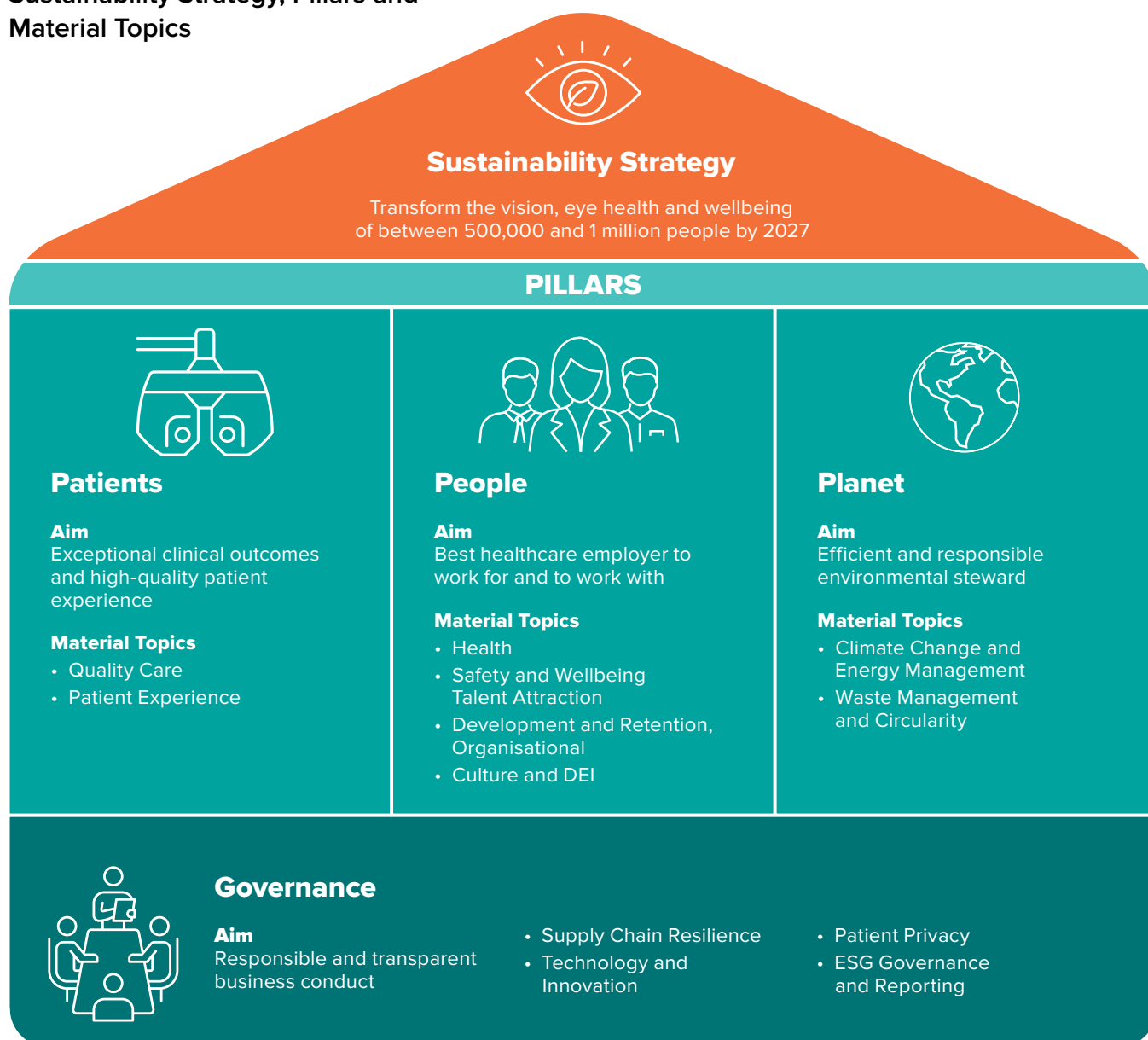
Growing Our Business

Optegra never stands still. 2025 started on a high, with the exciting acquisition of Iris Eye Clinic in the Netherlands, expanding our European coverage to our fifth market. The acquisition has brought access to a dynamic market and strengthened our relationships across the optometry community. But we didn't stop there. Already in 2026, we have announced our entry into the Belgium market. There will be more to share on this development in our 2026 reporting – so watch this space!

Our Sustainability Strategy and Guiding Lens

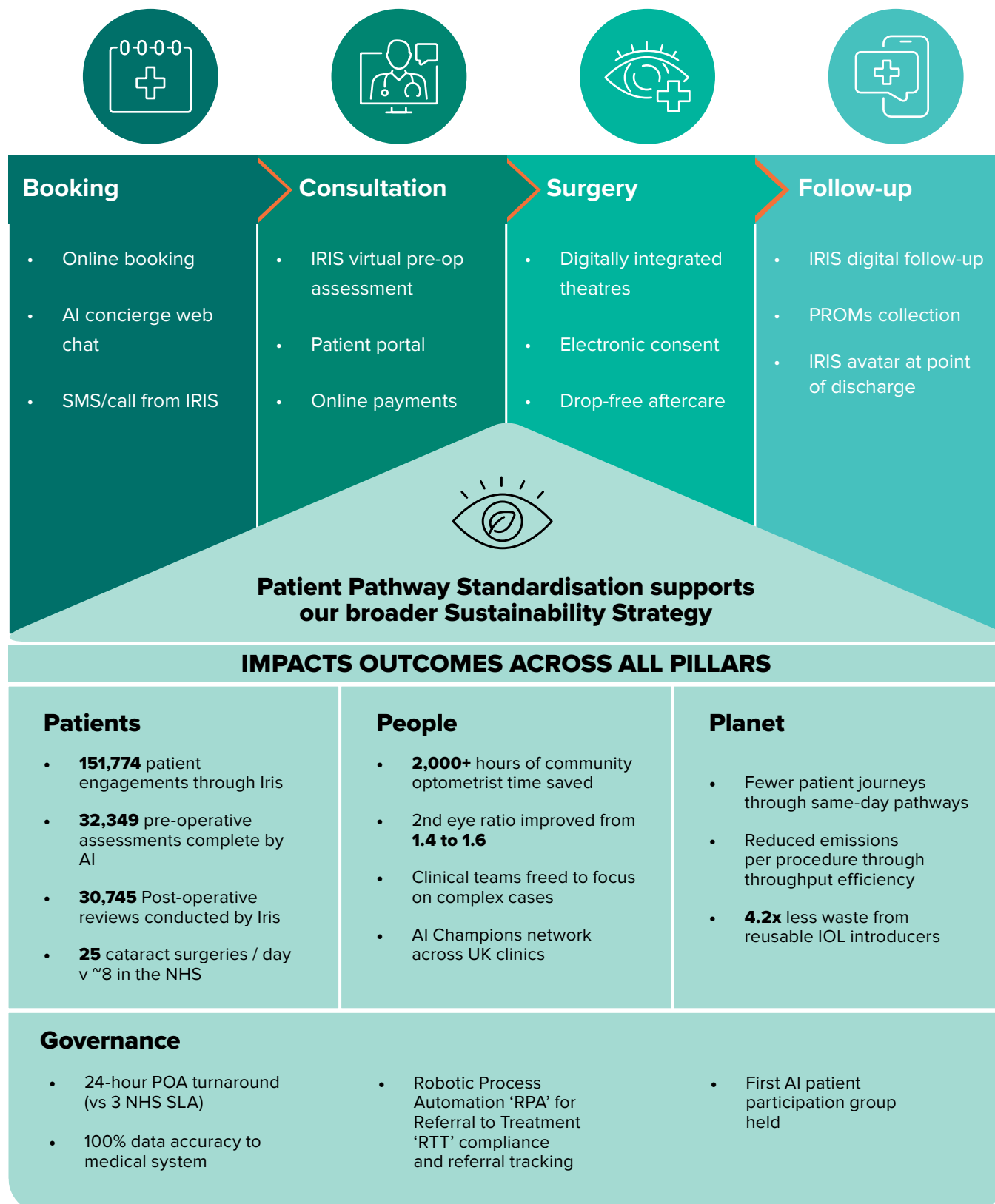
Since we published Optegra's ESG strategy in our inaugural Sustainability Report in 2023 ([accessible here](#), on page 10), much has changed. Our scale and impact have expanded at pace – as have the requirements on us from a reporting and performance perspective. Nonetheless, we are proud to say that our core strategy remains as relevant as ever - central to our overarching ambition of providing sustainable healthcare services. Rooted in the diverse perspectives of our many stakeholders, the strategy provides a guiding lens through which we conduct our business every day. Key initiatives such as patient pathway standardisation (see page 12), and our NHS “treble” (see page 18), contribute positively to all pillars of our strategy, embedding sustainability into the core of our business. Improving operational efficiencies not only makes business sense but reduces adverse impact on the planet and on the lives of our patients, while also providing opportunities to develop our people and deliver consistent clinical excellence.

Sustainability Strategy, Pillars and Material Topics



Our Standardised Patient Journey

Driving digital & AI adoption: Standardised pathways and advanced digital platforms have been key in driving greater results and patient experiences, as demonstrated by our model below.



Patients



Our 2025 Impact

At Optegra, eye care is everything we do. Every decision we make, every pathway we design, every technology we adopt, begins and ends with the patient in front of us. It is also where our wider ambition begins: to build a more accessible, digitally enabled and sustainable model of specialist eye care - one in which the way we design pathways and manage capacity is also the way we improve outcomes for patients, whilst easing pressure on our people and healthcare systems.

In 2025, we performed **182,000 procedures**, 7% more than in 2024. Of these, 86,160 were cataract replacement surgeries - our largest single procedure category - alongside 19,700 laser vision correction procedures, and 7,420 refractive lens exchanges across the group. Our Patient Net Promoter Score rose to 87%, 7% above our 2027 target. Behind those numbers are real lives transformed: people who can drive again, read again, see their grandchildren's faces clearly - and that is the only measure that really matters.

This year, we focused our efforts on three things: making care faster to access, easier to experience, and more consistent wherever in our network it is delivered. Increasingly, our role also reaches beyond treatment. Through our community optometry partnerships and our integration with EssilorLuxottica, we are working to connect earlier identification of eye disease, regular eye checks and better patient education with specialist care. This is an ambition we advanced in 2025 through our RetinAI programme of work (see page 39). Detecting and acting on eye disease sooner is better for our patients, and a more sustainable use of clinical capacity across the wider health system.

Optegra's Patient KPIs

			Group Performance		Data Completeness (No. participating country markets)	
Topic	KPI	2027 Target	2025	2024	2025	2024
Quality Care and Patient Experience	1.1) NPS Score Globally (%)	≥80%	87%	83%	4	3
	1.2) PROM Score Globally (%)	≥80%	82%	85%	1	1
	1.3) CatEyes 6/12 (%)	≥95%	96%	96%	4	3
	1.4) PCR rates (%)	≤0.3%	0.21	0.18	5	4
	1.5) Compliance with complaints policy (%) ¹	≥90%	96%		4	4
	1.6) Compliance with standardised clinical pathways (%) ¹	≥80%	88%		1	2
	1.7) Serious incidents reported (%)	100%	99.98%	100%	5	4

Quality Care and Patient Experience

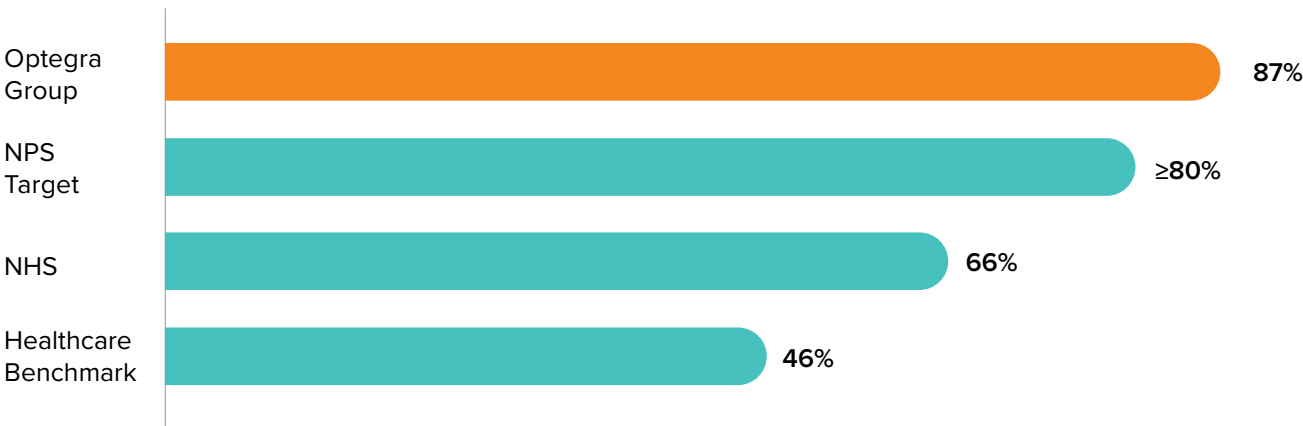
All UK sites are rated GOOD by the UK Care Quality Commission.

Patient Net Promoter Score

Building on the launch of our Patient Net Promoter Score (NPS) survey in 2023 and its expansion across the Czech Republic in 2024, our independently conducted survey continued to grow in reach and strength in 2025. We are pleased to have achieved an average NPS of 87%, up from 83% in 2024 and 7 points ahead of the target set out in our 2027 strategy, which continues to compare favourably against the industry range of 15% to 25%.

This sustained score provides further evidence of the strong satisfaction and loyalty that patients feel towards Optegra, and the continued effectiveness of our patient-centric approach.

Optegra NPS Scores Compared With Benchmark



PROM Score

Our patient KPIs also include a Patient-Reported Outcome Measure (PROM) score, a standardised questionnaire capturing how patients feel, and how their eyesight functions, before and after a procedure such as cataract surgery. It allows us to understand the impact of treatment directly from our patients' perspective. PROMs help assess whether treatment has improved patients' vision, symptoms, independence and quality of life from the patient's own perspective, supporting our monitoring of clinical effectiveness and opportunities for quality improvement. Our UK NHS PROM Score for 2025 was 82 out of 100, reflecting a strong, measurable improvement in patients' visual function and quality of life following treatment.

Patient Surveys

Our patient satisfaction survey continues to give us a direct view of experiences across our patient base. In 2025, 2,993 patients responded to this survey, a participation rate of 24%. Alongside this, our NHS Friends & Family Test remains a key measure of how patients rate their care: of the 8,587 patients who responded, 99% said they would recommend Optegra to family or friends. Insights gathered through these surveys feed directly into service improvements, with PROMs, Friends & Family and satisfaction data reviewed alongside operational and clinical performance data to support governance, benchmarking, regulatory reporting and continuous service improvement.

“

I've worn glasses for the past 20 years for both driving and reading, and I have Type 2 diabetes, so I have been having regular eye tests with Oliver at Judge Opticians for many years. When I heard that Oliver himself had his cataracts treated at Optegra Leicester I had no hesitation about going to my local Optegra for treatment.

The staff were all so lovely, calm and reassuring, so I immediately felt at ease. It was painless and over so quickly. To be able to see so clearly feels like I've turned the clock back 20 years! The end result is absolutely worth it – I am over the moon.

Andrea, from Nottingham

”

Clinical Outcomes

In 2025, our cataract surgery results compared favourably with national benchmarks from the National Ophthalmology Database (NOD) - the UK-wide audit that tracks eye surgery quality and lets services compare their performance against the national average.

- 99.2% of our cataract operations had no complications, against a national average of 98.4%.
- 95.8% of patients could read the driving-standard line on an eye chart (6/12 vision) or better afterwards, compared with 92% nationally.
- Serious tears during surgery (known as posterior capsule rupture) happened in just 0.21% of cases - far below the 0.69% national average.

For wet age-related macular degeneration (wet AMD) - a common cause of sight loss in older adults - 79% of the 276 eyes we treated started their initial course of injections within 10 weeks, compared with 66% nationally. A year on, patients could read a median of 77 letters on a standard vision chart (where higher means better sight - roughly equivalent to near-normal vision).

99.2%

of our cataract operations
had no complications

95.8%

of patients had 6/12 vision or
better surgery

0.21%

Posterior capsule rupture
during surgery, below
national average of 0.69%

Improving Access to Exceptional Eye Care

Optegra's ethos is to provide the very best service to our patients, from patient liaison through to the physical environment and clinical outcomes. In support of this commitment, we continued to innovate throughout 2025, focusing on next generation eye care solutions.



Helping cataract patients access timely treatment through Right to Sight

Across parts of England, changes to NHS commissioning have increased wait times and constrained the volume of patients able to access timely cataract surgery, even when poor vision is affecting their independence and quality of life.

In response to this trend, Optegra launched Right to Sight – a new option for NHS referred cataract patients who do not wish to wait months for treatment and want a clear route to surgery. Right to Sight enables eligible patients to be treated in under four weeks for a fee of £1,200 per eye, with payment plans available from £45 per month. As part of the offer, Right to Sight patients also benefit from Optegra's standardised pathway, including drop free aftercare, and an advanced intermediate lens option (Johnson & Johnson Eyhance™), supporting better quality experience and outcomes.

Right to Sight is designed to expand access by giving patients a practical alternative when standard NHS timelines do not meet their needs, while keeping care quality and patient experience at the centre. The programme launched at Optegra Eye Hospital Birmingham in October 2025 and, by year-end, had been rolled out to a further five UK clinics and hospitals.

“

We firmly believe all cataract patients have the Right to Sight – they should not be forced to live with poor vision longer than necessary, often threatening their ability to drive and certainly impacting their independence and quality of life. And so, we have worked quickly to develop this new offering, which demonstrates we are here for NHS patients and happy to discuss a range of options for them to secure excellent vision once again.

James O'Shea, UK Marketing Director, Optegra

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Improving Patient Access to NHS Cataract Care

Cataract surgery is the largest single procedure we deliver, with 86,160 delivered across the group in 2025. In Q1 of 2025, Optegra extended its pioneering “treble” of cataract care to NHS patients, combining same-day pre-operative consultation and treatment, bilateral surgery, and free post-surgical care. This integrated pathway is now established across multiple UK sites, setting a new standard for patient convenience, clinical outcomes, and sustainability. It offers:

- Same-day pre-operative assessment and treatment*. In 2025, our NHS patients benefited from same-day diagnostics and treatment, reducing the average number of hospital visits by two per patient.
- Bilateral cataract surgery in one visit*, reducing the need for a second procedure appointment and shortening the overall treatment timeline by approximately 10 weeks.
- Drop-free aftercare* removing the burden of multiple daily drops over several weeks while supporting safe recovery saving 3 plastic bottles per patient. For more on how this links to the planet pillar of our strategy see page 35.

*Where clinically appropriate



Drop-Free Cataract Treatment: Eliminating inconvenience

For decades, cataract recovery has meant the same thing: four different eye drops, three or four times a day, for up to four weeks.

For older patients, those living alone, managing arthritis or memory difficulties, the drops, not the surgery, are often the hardest part of treatment.

In September 2025, Optegra became the first UK eye hospital group to offer drop-free cataract surgery to every NHS patient, across every hospital and clinic.

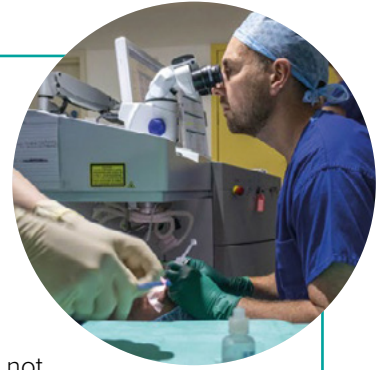
Instead of weeks of administering eye drops, patients receive a single steroid and antibacterial injection at the end of their surgery. They leave with their eyes treated - and nothing to take at home.

The evidence is compelling. A study of 69,832 patients found that drop-free outcomes carry a lower risk of macular oedema than traditional drops. Our own clinical data shows a cystoid macular oedema rate of less than 0.3%, compared with the 1–3% typically seen with conventional post-operative drop regimes. So, this is a win for patient comfort and a win for clinical care.

We are motivated to innovate because of this simple truth: Our patients tell us that the thing they dreaded most about cataract surgery is now gone.

What this means for patients

- Simpler recovery. No drop schedules to manage at home.
- Greater independence. No reliance on family or friends to administer drops.
- Better outcomes. Every dose delivered, every time.
- Less worry. The part of the journey patients feared most has been removed.





Looking Ahead to 2026

In 2026, drop-free becomes the standard pathway across every Optegra clinic. Right to Sight will continue to be monitored in line with patient demand and waiting-time pressures, with any further cataract rollout dependent on minimum-wait trends. Iris moves deeper into the patient journey. And our partnership with Vision Express opens a new front door to specialist eye care.

NHS Quality Report

This report provides a group-level overview of our patient outcomes. For a more detailed account of the quality and safety of care we provide across our UK hospitals and clinics, please read our NHS Quality Report, [available here](#).

People



Our 2025 Impact

Our people are the foundation of everything we achieve for patients. Across the UK, Czech Republic, Poland, Slovakia, and now the Netherlands, approximately 1,478 colleagues work together to deliver world-class eye care. In 2025 we furthered our commitment to invest in a culture where every voice is heard.

We are proud to have been named in The Sunday Times Best Places to Work 2025, as the only private health provider recognised in the Best Big Companies category. This is well evidenced by the fact that our colleagues celebrated one another through more than 530 nominations to our annual Star Awards, while our BeYou network brought teams together around diversity, inclusion and belonging.

We recorded zero incidents of harassment, bullying or abuse across all markets, and supported between 10,000 and 13,000 people with impaired sight through our charitable partnerships, far exceeding our 2027 target of 3,000.

We are honest about the challenges we face, particularly around employee engagement and retention, and remain committed to listening to our colleagues and acting on what we hear. The public healthcare markets in which we operate have become increasingly volatile, particularly in the UK and Slovakia markets, and this has required difficult decisions to keep the business sustainable for our people and our patients over the long term.

2025 was, in short, a year of significant change for our colleagues, and we do not understate that. It was also a year in which the resilience and care of our teams shone through. Sustaining our people, the clinicians, nurses and support colleagues who deliver every pathway, is as central to a sustainable model of eye care as any technology or efficiency we introduce, and the sections that follow set out both the challenges we faced and how we are responding.

Optegra's People KPIs

			Group Performance		Data Completeness (No. of participating country markets)	
Topic	KPI	2027 Target	2025	2024	2025	2024
Health, Safety and Wellbeing	2.1) Staff report feeling safe to raise concerns and issues (%)	≥95%	75%	79%	5	2
	2.2) Staff feel well supported at work (%) ¹	≥80%	86%	84%	5	3
	2.3) Zero harassment, bullying and abuse of staff by work colleagues (%) ¹	0%	0	0	5	4
	2.4) Employee absence rates (%) ¹	≤2%	4.73%	3.8%	3	3
Talent Attraction, Development, and Retention	2.5) Employee NPS (%) The percentage of staff who would recommend Optegra as a place to work	≥80%	67%	77%		3
	2.6) Employee engagement (%)	≥80%	70%	80%		3
	2.7) Voluntary attrition (%) ¹	≤10%	24%	8%		4
Organisational Culture and DEI	2.8) Staff feel respected and included (%)	≥80%	81%	82%		4
	2.9) Gender and ethnic diversity in SLT (%) ¹	≥30%		28%	2	2
	2.10) People with impaired sight supported through charitable partnerships (#) ¹	3,000		Between 10k and 13k people supported	1	3

¹ N/A—Not Applicable—owing to insufficient data to report at a group level

Employee Survey

Our employee survey continues to be a critical tool in understanding how our colleagues feel about working at Optegra, with the insights gained underpinning our People-related initiatives.

In 2025, the survey was run across the UK, Poland, Slovakia, and the Czech Republic. We are pleased that 67% of our employees in participating markets completed the survey, maintaining strong participation above our 60% target.

What the Results Tell Us

Our 2025 results reflect a year of significant change across the business. In the UK, NHS commissioning changes reduced contracted patient volumes by almost 20%, leading to the closure of four of our diagnostic clinics, reduced operating days at select sites, and organisational restructuring that included streamlining regional teams. In Slovakia, the formal merger of multiple acquired entities into a single operation, Lexum Slovakia, alongside ongoing public healthcare funding pressures, created an intensive period of change for our colleagues.

These dynamics are visible in our engagement and eNPS scores, both of which fell by 10 percentage points year on year. We take this feedback seriously, and we are committed to understanding and responding to the concerns that lie behind these numbers.

At the same time, we are encouraged that several indicators of clinical pride and purpose remained strong:

- 87% of colleagues would recommend our products and services (unchanged from 2024)
- 87% feel they do something worthwhile at work
- 66% feel they are being developed (unchanged from 2024)
- 63% feel recognised for doing a good job (unchanged from 2024)

This pattern suggests that the dip in engagement is driven by organisational uncertainty and the pace of change, rather than a loss of purpose or confidence in the quality of care we deliver.

Since the 2025 results, Optegra has taken the following actions:

1. Workshops for every team to discuss the survey results in more detail, listen to concerns, and agree local actions.
2. Continued investment in communication channels, including quarterly Town Hall meetings, monthly EyeLife newsletters, and a line

manager briefing cascade to ensure all colleagues feel informed about the direction of the business.

3. Employee forums in each region, providing staff with a regular opportunity to raise concerns, share ideas, and influence local operations.
4. Multidisciplinary focus groups in every clinic, with representation from all professional communities, to ensure all voices are heard.
5. Leadership training and support, especially for clinic and departmental managers, to improve people management, engagement, and responsiveness during periods of change.

These steps form a core part of our commitment to building a more connected, inclusive, and resilient culture across Optegra as we continue to grow.

2025 Employee Survey Results

Questions	Target	Group Performance 2025 ¹	Group Performance 2024 ¹
Took part in the survey	60%	67%	70%
Q. Employees are engaged		70%	80%
Q. Would recommend Optegra as a place to work	>80%	77%	77%
Q. Recommend our products and services	>80%	87%	87%
Q. Staff feel they do something worthwhile		87%	91%
Q. Recognised for doing a good job		64%	63%
Q. I feel I am being developed		66%	66%

¹ Includes score from Poland, Czech Republic and UK

² Includes scores from Poland and UK



Employee Safety and Wellbeing

At Optegra, caring for our people’s physical and mental wellbeing is ingrained in our culture. We are committed to providing a safe, supportive environment in which every colleague can thrive, wherever they work across our network.

Employee Safety Performance

	Group Performance 2025	Group Performance 2024
Number of work-related injuries	0	2
Number of work-related fatalities	0	0
Days lost to injuries (temporary capacity)		15

Our Safety Culture in Action

In 2025 our UK BeYou network led a programme of wellbeing activity, including an International Women’s Day webinar in March, delivered in partnership with BUPA, exploring how colleagues can balance work and find their peak energy, alongside awareness initiatives such as Hydration and Nutrition Week.

In Slovakia, our Lexum team broadened its wellbeing offer following the 2025 integration, introducing benefits including a recreation allowance, Multisport membership giving access to sport and fitness facilities, and supplementary pension saving. Reflecting our purpose, colleagues were also offered eye-protection vouchers, positioned as part of a healthy, safe and sustainable culture. The team came together through a two-day retreat in the Low Tatras combining work, hiking and wellness, alongside social events through the year.

In the Czech Republic, colleagues were supported through a programme of practical wellbeing and healthy lifestyle initiatives. This included first-aid training for clinic employees focused on emergency response, vitamin packages and access to seasonal influenza vaccination. To support engagement and collaboration, Optegra also organised a company-wide team-building event and provided financial support for local Christmas team-building activities at individual clinics. An internal awareness campaign also promoted the MultiSport employee benefit programme in partnership with an external provider.

Our annual employee survey helps us understand how colleagues feel. In 2025, 79% told us that they have a good relationship with their line manager and 79% feel they are doing something worthwhile, while 75% felt safe to raise concerns. We are not complacent: this sits below our 2027 target of 95%, and we are strengthening the channels through which colleagues can speak up.

Safety remains paramount. Our employee absence rate was 4.73% in 2025, above both our 2024 level of 3.8% and our 2027 target of 2%. In the Czech Republic, however, absence improved year on year, decreasing from 5.2% in 2024 to 4.5% in 2025. We are reviewing the drivers behind this and the support available to colleagues, including preventative health initiatives, wellbeing benefits and local engagement activities, to reverse the trend in 2026.

Professional Development

Our success, and the wider healthcare system's success, is built on developing the clinicians of today and tomorrow.

Every full-time colleague at Optegra has a defined career pathway through our Setting Up for Success framework. It is not a form-filling exercise. It is a real conversation about the skills, knowledge and competencies each person needs to do their current role well, and what comes next.

“

I have been training with Mike Adams at Optegra in Guildford since August 2025, and my experience has been exceptionally positive. The opportunity to train in this setting alongside my NHS work has provided a valuable extension to my surgical exposure, particularly in a high-volume, well-supported environment. This has allowed me to consolidate core skills and gain confidence in more advanced techniques.

Daniel Dinarvand, Optegra Trainee

”



Training across the group in 2025

A continuous drive for improvement is what fuels our progress at Optegra.

Impact Spotlight

Spotlight on the United Kingdom

We delivered 75 Continued Professional Development events for optometrists during the year, strengthening our relationships with the community optometry network and giving referral partners the knowledge to guide patients confidently through the available pathways.

Highlights included:

- Optegra x Zeiss Symposium - “All Eyes on the Future” at Aston Conference Centre, Birmingham. 150 colleagues from across the UK joined us, representing optometrists, nurses, healthcare technicians and ophthalmic surgeons from both Optegra and external clinics. The programme covered the latest developments in cataract surgery, Age-Related Macular Degeneration (‘AMD’), retinal disease, glaucoma, and the role of AI in shaping the future of ophthalmology. Hands-on ‘wet labs’ helped attendees to experience cataract surgery and laser vision correction in a simulated theatre setting.
- Wet labs for community optometrists at Optegra Leicester and Nottingham, run with Johnson & Johnson Vision. Twelve community optometrists at each site gained hands-on cataract surgery experience and a deeper understanding of the full patient pathway. The feedback from this was so positive that we have gone on to plan further sessions across additional Optegra sites during 2026.
- Independent prescribing qualifications for optometrists, fully sponsored by Optegra. Around 9 optometrists were supported with independent prescribing training during the 2024/25 reporting year. One long-serving colleague described it as “something that doesn’t happen at other companies.”
- Junior NHS doctor training, with 25 resident doctors trained across 6 UK hospitals in 2025, performing 853 procedures with a trainee PCR rate of 0.82%. Training procedures are filmed for review and improvement, supported by our national NHS training lead.



Building Our Clinical AI capability

To enable us to move faster and innovate in real time, two new clinical AI leads joined the team in 2025: Dr Sadia Zaman, AI Clinical Workflow Lead, who joined us from Imperial College London, brings expertise in clinical pathway optimisation; and Dr Yeshaswini Nagaraj, AI Digital Technical Lead, brings expertise in biomedical computing.

Employee Development in the Czech Republic and Slovakia

Congress participation and knowledge sharing

Our clinicians across the Czech Republic and Slovakia continued to contribute actively to the wider ophthalmic community. At the 30th Congress of the Slovak Ophthalmological Society in Bratislava in November 2025, Lexum doctors delivered eight expert presentations covering topics from cataract and refractive surgery to dry eye syndrome, retinal detachment, glaucoma and the use of botulinum toxin in ophthalmology. This scale of clinical activity - including 24,018 medical retina injections delivered across our Czech sites in 2025 - underpins the expertise Lexum clinicians bring to the wider ophthalmic community.

At the Young Ophthalmologists Conference earlier in the year, Dr Saška Trokšiarová from Lexum Slovakia won first place for best presentation, for a case demonstrating how thorough investigation of a paediatric cataract led to the diagnosis of a rare genetic condition, cerebrotendinous xanthomatosis. The case highlighted how diligent clinical work can be life-changing, and even lifesaving, for our patients.

These contributions reflect the depth of clinical expertise across our Central European network and our commitment to advancing the field through open knowledge sharing.

Professional certification and recognition

Two doctors from Lexum Trenčín successfully completed their ophthalmology board certifications during 2025, a significant milestone in their professional development. In addition, two experienced Lexum nurses received national recognition at the XV National Conference of Ophthalmology Nurses, with awards presented by the Slovak Minister of Health for their long-standing contribution to clinical excellence and mentoring.

Internal learning and development

Lexum launched its first internally broadcast clinical webinar in November 2025, delivered from the Trenčín clinic and covering vitreoretinal topics. This marks the beginning of a more structured internal learning programme, with further webinars focused on nursing and doctor capability building planned for 2026.

Building the future workforce

In November, Lexum Košice hosted 32 nursing students from the UPJŠ Medical Faculty for an on-site visit, introducing them to ophthalmic nursing, clinical equipment and the operating theatre environment. The visit was well received and further collaborations are planned, supporting our ambition to strengthen the local talent pipeline for specialist eye care.

Looking Ahead to 2026

In 2026, we will keep doing the things that have brought our colleagues this far: investing in clinical training, opening more development pathways into AI and digital, and listening to our people's experience at the front line of delivering care, so that we can be both responsive and proactive in identifying ever better solutions for our patients and partners.

Organisational Culture and DE&I

At Optegra, an inclusive culture is central to how we care for patients and for one another. As we grow across the UK, Czech Republic, Poland, Slovakia and the Netherlands, we are committed to building a workplace where diversity is celebrated, inclusion is intentional and every colleague can bring their whole self to work.

In 2025, 81% of colleagues told us they feel respected and included. We continue to develop our approach to diversity data, including gender and ethnic representation within our senior leadership team so that we can set meaningful goals and track progress with transparency. Women currently make up 56.25% of our senior leadership team.

Our BeYou Network in 2025

In the UK, our colleague-led BeYou network drives our diversity, equity and inclusion agenda. First established to support our LGBTQI+ colleagues and allies, BeYou has grown to embrace a wide range of communities and celebrations, from Pride to religious festivals including Ramadan and Hanukkah, and the experiences of women at work. In 2025, 50 colleagues marched together at London Pride, and BeYou launched a regular Spotlight feature to share colleagues' stories. This commitment was recognised externally when Optegra was named in The Sunday Times Best Places to Work 2025.

Ensuring Our Culture Adapts with the Times

In Slovakia, we have focused on modernising the colleague experience and supporting families. Over the past year our team has digitalised core HR processes, including business trips, employee requests, attendance and personal data changes, through a new online employee request system that makes everyday tasks simpler and more transparent. Colleagues also benefit from a recreation allowance funded through our social fund and discounted summer camps for their children.

In Poland, we have been investing in both technology and policy to strengthen our culture. A new HR information system went live on 1 April 2026, introducing electronic employee files, end-to-end digital workflows including e-signatures, and workforce scheduling, with full functionality expected by the end of August 2026. Alongside this, the team has updated its anti-bullying and anti-harassment policy, ensuring they remain fit for purpose.

Across our European markets, we are preparing for the EU Pay Transparency Directive, which will come into effect over the coming years. Work is underway to ensure that our systems, policies and data processes are aligned with the Directive's requirements, including greater transparency on pay structures, strengthened reporting capabilities, and robust frameworks to support equal pay. This builds on our broader investments in digital HR systems and employee policies, reinforcing our commitment to a fair, transparent and consistent workplace for all colleagues across the Group.

The Sunday Times Best Places to Work

We were very proud to have Optegra recognised by The Sunday Times in its annual Best Places to Work listing for our strong employee experience, wellbeing and inclusive culture. Notably, we were the only private health provider featured in the 2025 edition.

The Sunday Times Best Places to Work is the UK's most widely recognised workplace benchmark, honouring over 500 employers across every industry and size, and Optegra was ranked in the 'Best Big Companies' category. The recognition reflects the consistently high scores our colleagues gave Optegra for employee experience, leadership and culture - supported by benefits and programmes including free eye health checks and complimentary vision correction surgery for staff, private medical insurance, our Future Leaders training pathway, our Kudos Recognition programme, our Annual Star Awards, and our year-round wellbeing and charitable activity.

The listing also recognises the UK's best workplaces for women, the LGBTQIA+ community, disabled employees, ethnic minorities, younger and older workers, and colleague welfare - categories that align closely with the inclusive workplace we have continued to build through 2025



“

Those businesses achieving the very best outcomes and the highest levels of achievement do so because of the focus and commitment of the people who turn up for work each day wanting to excel. Without such commitment, it is impossible to reach and sustain the levels of performance that mark out a business as truly excellent. I am delighted to work with an extended team of extraordinary colleagues, who turn up to work each day wanting to achieve the very best clinical outcomes for the patients we see and treat. Healthcare is more than a business; it is a mechanism by which we can heal, promote learning, and enable people to lead the very best lives they can. To do this our staff need to be valued, be respected, and be supported. I am very proud of what Optegra does every day of every week, and we can only do this because of our wonderful staff.

”

Robert Harris, Managing Director, Optegra



Planet



Our 2025 Impact

Healthcare is one of the most carbon-intensive industries in the world. As an ophthalmology specialist, we know we have a responsibility, and an opportunity, to address this. For Optegra, lowering environmental impact is not a separate programme bolted on to the business - it is a direct impact of how we design care. Time and again, the same pathway choices that make treatment simpler for patients and more efficient for healthcare systems, such as our drop-free aftercare, paperless pathways and reusable instruments, are also the choices that reduce waste and carbon. That is what a sustainable model of eye care looks like in practice.

Our commitment to mitigating our environmental impact can be best demonstrated by two landmark achievements during 2025:

- First, we submitted our decarbonisation targets to the Science Based Targets initiative (SBTi), the global authority on corporate climate goals. In June 2026, these targets were validated meaning our pathway is now formally aligned with the Paris Agreement's 1.5°C ambition, and we will continue to report transparently on our progress towards these goals.
- Second, our revenue grew while our emissions fell by 25%. This is a significant achievement, proving that we can be commercially successful, and treat more patients, while simultaneously reducing our impact on the planet.

Optegra's Planet KPIs

			Group Performance		Data Completeness (No. of participating country markets)	
Topic	KPI	2027 Target	2025	2024	2025	2024
Climate Change and Energy Management	3.1) Scope 1, 2 and 3 emissions baseline (Yes/No)	Yes (across all markets)	Yes	Yes	5	4
	3.2) Achieve GHG emission reductions in line with a validated science-based carbon reduction target (Yes/No)	Yes (across all markets)	Yes	N/A: Emission reduction targets have been set, and decarbonisation levers identified.		0
	3.3) Electricity from renewable sources (%)	100%	32%	N/A: Where electricity is paid for as part of rent, we are planning to buy directly from the supplier and looking to buy green tariffs in the UK and Guarantee of Origin (GO) certificates in Europe.	4	1
	3.4) Achieve external sustainable building certification at 'green field' sites ¹	Achieve certification for new sites		100% of greenfield sites in the UK and PL		2
	3.5) Identify and respond to physical and transition climate change risks and opportunities ¹	Conduct assessment and take necessary action		A climate risk and opportunity assessment will be conducted in Q2 2026.		1
Waste Management and Circularity	3.6) Reduction in volume of waste to landfill (non-recycled) per unit of revenue from a [2023] baseline (%)	≥25%		N/A: In the UK we changed waste provider in Q4, 2024 - enabling us to better monitor and manage this metric in the future.	4	1
	3.7) Non-recyclable packaging waste to be biodegradable (in UK) (%) ¹	≥25%		N/A: Work with key suppliers is underway.	2	
	3.8) Life Cycle Assessment completed (Yes/No) ¹	Yes (across all markets)		No. This is scheduled for 2026/27.	3	

N/A—Not Applicable—owing to insufficient data to report at a group level

Climate Change and Energy Management

GHG Emissions

The launch of our sustainability strategy in 2023 kick-started our efforts to measure, report and act on our carbon footprint. Since then, we have made significant progress, implementing the governance structures required to decarbonise our business and actioning strategic levers to achieve our ambitious targets, aligned with our continued commitment to the Independent Healthcare Providers Network (IHPN) and Delivering a Net Zero NHS.

Our Decarbonisation Action: SBTi validation and data quality improvements

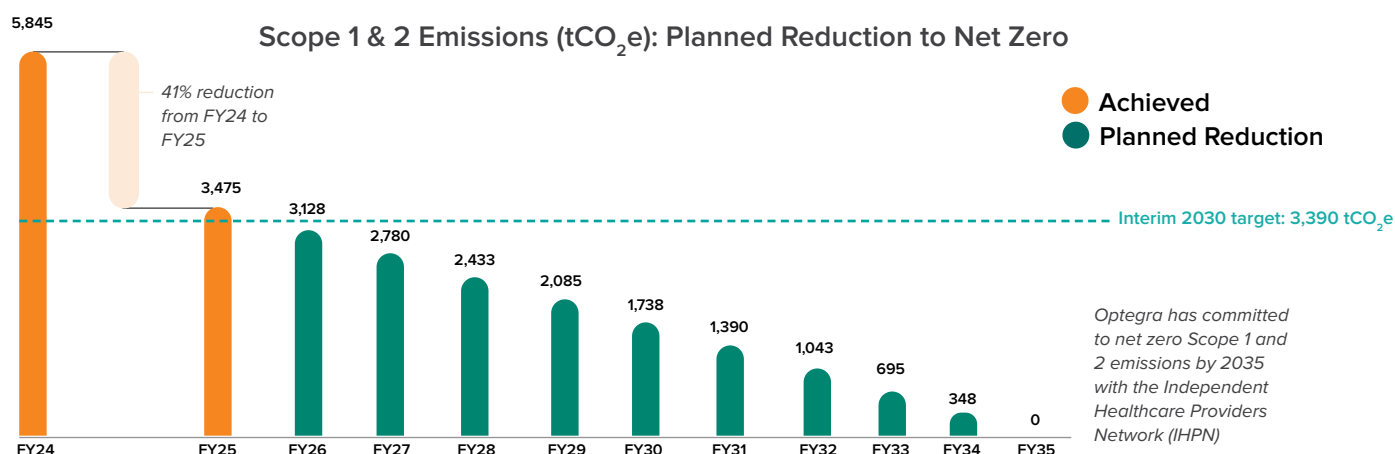
The validation of our science-based targets marks a significant milestone for Optegra. It reflects several years of work across the business to develop a robust emissions baseline, identify decarbonisation levers, and align our approach with leading practice.

Alongside this, we made substantial progress in improving the quality of our GHG inventory. Several country markets transitioned from spend-based estimates to more accurate, consumption-based data, particularly for Scope 1 and 2 emissions. This shift provides a more reliable foundation for decision-making and future reporting.

Scope 1 and 2 Emissions

We have committed to achieving net zero Scope 1 and 2 emissions by 2035, in line with our Independent Healthcare Providers Network (IHPN) commitments and ahead of the NHS's 2040 "Carbon Footprint Plus" target.

Our approach focuses on the areas where we have the greatest operational control, particularly energy use within our clinics. In 2025, more than 30% of our electricity was sourced from renewable energy (rising to over 50% in the UK), either through renewable tariffs or by procuring Guarantees of Origin where direct supply was not available. We also recorded a significant reduction in operational emissions during the year. While this reflects positive changes in our energy sourcing and operational efficiency, we recognise that part of the reduction is driven by improved data quality and methodology. As our data continues to mature, we will take a consistent and pragmatic approach to tracking progress, ensuring that reported reductions reflect genuine, real-world improvements over time.



Scope 3 Emissions

As a growing business, the majority of our emissions sit within our value chain. As a result, our climate strategy places a strong emphasis on supplier engagement.

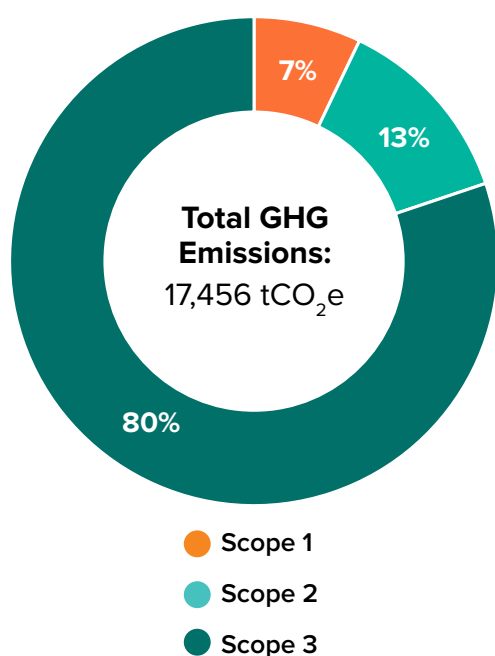
We have adopted a supplier engagement target aligned with our science-based target, focusing on increasing the proportion of our supply chain associated with partners that have their own science-based climate commitments. We recognise that reaching our 84% engagement target by 2029 will require sustained effort.

To support this, we are working closely with our investors to share learnings, identify practical solutions, and build a structured approach to supplier engagement across all markets.

In parallel, our Scope 3 emissions decreased by 15% in 2025. This was driven primarily by lower capital expenditure on facilities and a reduction in business travel in the UK. While these reductions are positive, we remain focused on the more structural drivers of Scope 3 emissions, particularly procurement and supplier practices, where we can have the greatest long-term impact.

Optegra GHG Emissions by Scope Type

	Group Performance FY2024	Group Performance FY2025
Scope 1 Emissions (tCO ₂ e)	1,097	1,244
Scope 2 Emissions (tCO ₂ e)	4,748	2,231
Scope 3 Emissions (tCO ₂ e)	16,052	13,981
Total Emissions (tCO ₂ e)	21,897	17,456
Carbon Intensity (tCO ₂ e / £1m turnover)	118	84



Scope 1	tCO ₂ e	% of Scope 1 total
Natural Gas	879	25%
Vehicles	267	8%
Refrigerants	78	2%
Process Emissions	20	1%

Scope 2	tCO ₂ e	% of Scope 2 total
Electricity (Grid)	1,893	55%
Imported Heat	325	9%

Scope 3	tCO ₂ e	% of Scope 3 total
Purchased Goods & Services	9,743	70%
Capital Goods	1,202	9%
Fuel and Energy-related Activities	721	5%
Waste Generated by Operations	1,076	8%
Business Travel	217	2%
Employee Commuting	1,022	7%

Waste Management

Eye care, like all surgery, generates waste. In 2025, we focused our waste strategy on the areas where the right clinical decision is also the right environmental one.

Impact Spotlight

Drop-free Aftercare – Sustainability Impact

As noted earlier in this report, in 2025 Optegra scaled up its drop-free cataract aftercare pathway across NHS and private clinics, replacing the standard post-operative drop regime with a single intra-operative steroid injection. In 2025, 15.7% of Group volumes and 29.9% of UK cataract volumes were delivered through drop-free pathways, improving convenience for patients while reducing packaging and medicine waste associated with traditional drop regimes.

Beyond the patient experience benefits and improved outcomes, this pathway delivers a meaningful sustainability dividend. Every drop-free patient avoids the use of multiple plastic bottles of post-operative medication, removing associated pharmaceutical packaging, cold-chain transport, and unused-medicine waste from the care pathway. At scale across thousands of cataract procedures a year, this represents a material reduction in clinical plastic waste and embedded supply chain emissions, alongside the lower carbon footprint of fewer patient follow-up journeys for adherence support.

Waste reduction

By replacing daily post-operative eye drops with a single injection, Optegra's drop-free pathway reduces the use of plastic medication bottles, paper packaging and associated medicine waste across the care pathway. In 2024, the initiative saved an estimated 480,000 bottles and associated packaging, and wider adoption in 2025 further increased this positive impact. This aligns with the direction of travel under the EU Packaging and Packaging Waste Regulation (PPWR), which requires packaging to be reduced, redesigned for recyclability and supported by higher recycled content.

Environmental benefit

The reduction in single-use plastics directly supports Optegra's sustainability goals and aligns with broader NHS ambitions to cut clinical waste. Drop-free aftercare complements other initiatives such as reusable intraocular lens introducers and electronic medical records, further reducing the environmental footprint of eye care.

IT'S TIME TO
DROP
THE DROPS.

Governance



Our Impact in 2025

Optegra's unswerving commitment to be a responsible, well-governed business underpins our strategy. We have steadily increasing visibility of where we can make an impact to reduce the indirect impact of our operations on people and planet. As our model of care becomes more digitally enabled and as we integrate with EssilorLuxottica, strong governance is what keeps that model trustworthy. Responsible use of AI, robust data protection and cybersecurity, careful supplier engagement, ethical conduct and clear clinical oversight are not separate compliance activities - together they are the foundation that allows us to innovate at scale while protecting the patients, colleagues and partners who rely on us.

Patient privacy is a key priority for Optegra. Healthcare remains one of the most targeted sectors globally, with patient data being particularly valuable to hackers and fraudsters. We are confident that our data security systems can protect our people and patients.

Optegra's Governance KPIs

			Group Performance		Data Completeness (No. of participating country markets)	
Topic	KPI	2027 Target	2025	2024	2025	2024
Supply Chain Resilience	4.1 All new supplier contracts have Optegra's Supplier Code of Conduct included in annex (Yes/No)	Yes (across all markets)	Yes	Yes		4
Technology and Innovation	4.2 Patients scheduling their appointments online (%) ¹	≥75%		49%		2
	4.3 CAPEX assigned to innovative technologies (£M) ¹	£1M	£1.45m	£1.45m		4
Patient Privacy and Electronic Health Records	4.4 Independent privacy certification e.g. ISO/IEC 27701 Certification (Yes/No) ¹	Yes (across all markets)	No	No		4
ESG Governance and Reporting	4.5 Annual sustainability report in line with recognised international reporting frameworks (Yes/No) ¹	Yes (across all markets)	Yes	Yes		4

N/A—Not Applicable—owing to insufficient data to report at a group level



Supply Chain Resilience

Supply Chain Engagement

Since 2024, our Supplier Code of Conduct has been included in all new contracts awarded across all our markets. This requires our suppliers to use reasonable endeavours to comply with the Code (which encompasses human rights, environmental responsibility, data protection, and anti-bribery and corruption) and to have appropriate systems to ensure and demonstrate compliance. Our ambition is to reach 100% coverage, and we expect to make significant progress as legacy contracts are renewed over the next 3 years.

Technology and Innovation

Technology is central to how we are reshaping eye care. Building on the foundations laid in 2024, we significantly expanded our use of digital tools in 2025, deploying them where they make the greatest difference: widening access to specialist care, improving efficiency across our pathways, strengthening patient outcomes and reducing the environmental impact of how we work. From the continued growth of our AI-powered virtual assistant, Iris, to new automation and AI-enabled diagnostics, technology now supports patients and clinicians at almost every step of the journey. As these capabilities grow, so does our responsibility to deploy them safely - each sits within our clinical governance framework, with clinician oversight, patient transparency and data protection built in.

Artificial Intelligence Iris Spotlight

As covered in our Patient Care / Digital Innovation section, Iris - our AI-powered virtual assistant introduced in 2024 - became a core part of how we deliver and coordinate care in 2025, supporting over 151,000 patient engagements across more than 213,000 interactions during the year. We are clear about the role this technology plays: tools such as Iris support our clinicians and patients, they do not replace clinical judgement. Every AI-assisted step sits within our clinical governance framework, with clinician oversight, patient transparency and consent, and data protection built in. Patient trust is the foundation on which responsible AI depends. Our approach to responsible AI is set out more fully in the Governance section.

Building on the 12,400 pre-operative assessments we reported in 2024, Iris conducted over 32,000 pre-operative assessments in 2025, supporting patients to complete their clinical information efficiently and progress to treatment more quickly. Our post-operative programme saw the most significant expansion: IRIS completed over 30,700 post operative assessments in the year, compared with approximately 6,000 reported in 2024, supporting first eye reviews and enabling faster progression to second eye surgery where clinically appropriate. Iris also booked over 18,300 initial appointments directly, a new capability not available in 2024, further reducing administrative delays and improving access.

Iris Stats

151,000+

Patient engagements

32,000+

Pre-operative assessments
conducted by Iris in total

30,000+

Post-operative assessments

Beyond scaling our existing pre and post operative pathways, Iris expanded into several new areas in 2025:

Smarter appointment management

In 2025 we introduced AI-driven appointment management within Iris, spanning both inbound and outbound handling. Iris now supports appointment confirmations, rescheduling and real-time communication directly with patients, giving them a more convenient and flexible way to manage their care around their own lives. For our clinics, the same capability enables more dynamic management of capacity: by reducing missed appointments and the administrative delays that come with them, Iris helps us make better use of clinical time and keeps patients moving smoothly through the pathway. It is a small change in experience for the patient, but a meaningful one for the efficiency and resilience of the service behind them.

Patient concierge

A non-clinical web chat supported patients with frequently asked questions and general enquiries, available on all our patient pages.

In clinic AI language translation

A pilot at our Bradford, UK clinic enabled clinicians to communicate with patients without a third-party translator, improving accessibility for patients whose first language is not English. Rolling this out across our clinics remains a strategic

objective for the business in 2026, we hope to share more on implementation soon.

Discharge video avatar

A new tool was introduced at the point of discharge to provide clear, accessible guidance and improve patient understanding of post-operative care, available at all our clinics.

Right to Sight integration

Iris follow up capabilities were extended into our Right to Sight pathway, enabling more consistent post operative monitoring and supporting timely progression through treatment.

Robotic Process Automation

Alongside Iris, we introduced Robotic Process Automation (RPA) to manage the increasing complexity of patient pathways, particularly following NHS changes to Referral to Treatment (RTT) requirements for second eye procedures. RPA automates routine, rule-based processes such as referral handling, RTT tracking and patient prioritisation, reducing manual workload, improving data accuracy and supporting compliance with NHS standards.

Advancing clinical insight: RetinAI

As part of our commitment to pathway standardisation across our international network, we are progressing the evaluation of AI-enabled diagnostic platforms. RetinAI, a CE marked solution supporting automated imaging analysis, longitudinal tracking and consistent reporting across sites, completed a successful clinical pilot in 2025. Building on this, a multi-site in-clinic pilot will commence in May 2026 to evaluate its impact on clinical decision-making and patient outcomes at scale, an important step towards a more connected, data-driven model of diagnostic care.

Deepening engagement and governance

As our AI capabilities grow, so does our commitment to responsible deployment. In 2025 we hosted our first-ever AI Patient Participation Group at Optegra Colchester, where nine patients shared honest, first-hand feedback on their experience with Iris. Patients grew notably more positive about AI once it was explained to them, and several volunteered to trial new features - so in 2026 we plan to extend the model across further sites, building a structured patient-voice channel that feeds directly into how we develop and refine our tools.

Data Security

The trust our patients place in us extends to how we safeguard their data. Given the volume and sensitivity of the patient information we hold, data security remains one of our most important responsibilities. We continue to strengthen our cybersecurity controls and governance framework to protect the confidentiality, integrity, and availability of patient information across all our markets.

Throughout 2025, every market invested in strengthening its cybersecurity posture - introducing additional security controls, improving system configuration, and raising user awareness. This work delivered measurable gains in cybersecurity maturity, with our Microsoft Secure Scores rising across all markets, evidence of real progress in reducing cyber risk and strengthening our technology environment.

Looking ahead to 2026, we will connect all end-user devices and server infrastructure across the Group to the EssilorLuxottica-managed Security Operations Centre (SOC). This will give us continuous threat detection and response across our technology estate, alongside access to EssilorLuxottica's dedicated Cyber Incident Management function - strengthening our ability to respond to and recover from incidents quickly and in a coordinated way.

Data Protection and Cybersecurity Audits

We operate an Electronic Data Protection Audit programme across all markets to strengthen data protection compliance. It combines data protection training, regular compliance reviews and a network of local Data Protection Champions who promote best practice at their sites.

Following Optegra joining the EssilorLuxottica Group, we undertook a comprehensive cybersecurity assessment to confirm our controls met the requirements for connection to the EssilorLuxottica network. The assessment found that the UK, Poland and the Czech Republic already had appropriate controls in place to support integration.

During 2025, the UK, Poland and the Czech Republic each completed their annual independent external penetration tests, giving assurance over the effectiveness of our key cybersecurity controls. Every market also took part in an externally managed ransomware resilience exercise and met the required standards.

To strengthen our preparedness further, the UK team ran a cybersecurity tabletop exercise - testing incident response procedures, validating escalation routes and identifying opportunities to keep improving.

Investing in a Technology Ecosystem

Our digital ambition depends on a secure and well-integrated technology foundation. During 2025 we continued to consolidate our clinical and operational platforms - including electronic medical records, the Iris virtual assistant and Robotic Process Automation - so that data flows safely and consistently across sites and markets.

As we integrate with EssilorLuxottica, we are aligning our technology roadmap to support a more connected model of eye care that spans community optometry, diagnostics and specialist treatment, while maintaining common standards for security and clinical governance.

Patient Privacy and Electronic Health Records

Patients trust us with their sensitive personal and clinical information, and protecting that trust is fundamental to everything we do.

We place great importance on patient privacy and the careful handling of electronic health records, maintaining robust policies and governance frameworks that keep medical records secure throughout the patient journey - from diagnosis through treatment to follow-up care.

Electronic health records do more than strengthen data privacy and security for our patients: by minimising paper consumption and supporting more efficient clinical workflows, they also reduce our environmental impact. Through our Future Vision Initiative, we remain committed to moving to a paperless system across the entire Optegra Group by 2027.

During 2025, we made significant progress towards this goal across our European operations. In the UK, we digitised one of our last remaining paper-based clinical processes, introducing a digital injection checklist within the Age-related Macular Degeneration (AMD) pathway to improve the efficiency, consistency and standardisation of care. We also began moving our remaining paper-based refractive laser treatment plans onto a digital platform, completing a pilot across two sites ahead of a planned rollout to all UK sites during 2026.

In Poland, we completed the rollout of the Unison electronic patient record platform across all clinics before the end of 2025, giving us a unified digital patient record and supporting standardised clinical processes. We delivered further improvements by integrating Druid Voice Bot capabilities, including automated patient call confirmations, lifting both operational efficiency and patient engagement.

In Slovakia, we consolidated multiple instances of the FONS healthcare management platform into a single standardised environment, improving data consistency, streamlining system administration and supporting more efficient clinical and operational processes.

Together, these initiatives strengthen our digital healthcare capabilities, improve the quality and accessibility of patient information, reduce our reliance on paper and support the wider sustainability objectives set out across this report.



Ethics and Compliance

At Optegra, acting ethically and meeting our regulatory responsibilities is directly related to delivering safe, high-quality care. As we have grown across five European markets and integrated with EssilorLuxottica, protecting the trust placed in us by patients, colleagues, partners and regulators has only become more important. In 2025, we continued to uphold these high standards - embedding our Code of Ethical Conduct across the Group, maintaining our ISO-certified management systems, and extending our governance to the responsible use of artificial intelligence in patient care.



Code of Ethical Conduct

Optegra's Code of Ethical Conduct sets out the standards we expect of every colleague and is reinforced through induction and ongoing training. It covers patient safety and dignity, anti-bribery and corruption, conflicts of interest, and the responsible handling of data. Our confidential speak-up channels allow colleagues to raise concerns without fear of reprisal, and we recorded zero substantiated incidents of harassment, bullying or abuse across all markets during the year.

Equality, Diversity & Inclusion Standards

Our commitment to equality, diversity and inclusion is described in full in our People section. From a governance perspective, EDI is supported by clear policies - including our updated anti-bullying and anti-harassment policy - and by our preparation for the EU Pay Transparency Directive across our European markets. In 2025, 81% of colleagues told us they feel respected and included, and we continue to strengthen our diversity data so that we can set meaningful goals and report progress transparently.

Responsible AI

As our use of AI grows, particularly for clinical and patient-facing purposes, we are formalising our approach to responsible AI. Our guiding principle is straightforward: AI supports our clinicians and patients; it does not replace clinical judgement. Every AI-enabled tool operates within our clinical governance framework, with defined clinician oversight, human accountability for clinical decisions, patient transparency and consent, and rigorous data protection. We assess new tools for safety, bias and clinical validity before deployment - RetinAI, for example, is being evaluated through a structured multi-site clinical pilot rather than rolled out untested - and we listen directly to patients through our AI patient participation groups. As we scale these capabilities across markets, responsible AI, clinical oversight and patient trust will remain non-negotiable.





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