



2024

Eye Care for the 21st Century and Beyond

SUSTAINABILITY IMPACT REPORT



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Letter From CEO



Dear Stakeholders,

As we reflect on 2024, it is clear that Optegra stands at a unique intersection of purpose and performance. Our ambition to deliver world-class ophthalmic care is matched by our responsibility to do so in a way that is sustainable, equitable, and future-focused.

At the heart of our business strategy continues to be providing the highest standards of care for patients—this includes the standardisation of our patient pathways, the digitisation of patient care, and innovation led by surgeon engagement. These pillars have not only driven improvements in patient outcomes and operational excellence, they have also played a critical role in enhancing our environmental and social impact.

Pathway standardisation across our growing international footprint has enabled us to reduce unnecessary variation, optimise resource use, and embed best-in-class protocols that benefit both patients and our planet. Through the rollout of digital tools, from virtual pre-operative assessments to AI-led triage—we have improved access, reduced travel-related emissions, and accelerated care without compromising on quality.

Most importantly, we have placed our clinical leaders and surgeons at the centre of this transformation. Their insights and commitment have shaped everything from sustainability-conscious theatre practices to data-driven innovation that improves diagnostics and decision-making. We are proud of the culture of ownership and accountability that exists within our medical community.

As we expand across the UK, the Czech Republic, Poland, Slovakia and Holland, our growth remains guided by principles of responsibility and integrity. Sustainability is not a separate workstream, it is how we define success as a healthcare organisation.

This report shares the progress we have made in 2024, the challenges we continue to tackle, and our ongoing commitment to ensuring that better eye health never comes at the expense of the planet or our people. I am grateful to our teams, clinical partners, and patients for supporting us on this journey.

Together, we are building a model of specialist eye care that is clinically excellent, operationally scalable, and sustainably led.

Yours sincerely,

Dr Peter Byloos
Chief Executive Officer
Optegra Eye Health Care

Letter From COO ESG Lead



Dear Stakeholders,

At Optegra, our purpose has always been centred on delivering exceptional eye care while acting responsibly towards the communities we serve and the world we share. In 2024, we made significant strides in advancing our sustainability strategy, integrating environmental, social, and governance (ESG) priorities more deeply into the core of our operations across the UK and Europe.

We began the year by reaffirming our long-term sustainability roadmap—aligned to the UN Sustainable Development Goals—with a clear focus on four strategic pillars: Patient, People, Planet and Governance. This was not just a commitment on paper, but a programme of tangible action across our hospitals, clinics, and support functions.

Some key milestones achieved in 2024 include:

- **Carbon Impact:** Completion of our GHG baseline for all markets, forming the basis for our 2035 Net Zero (Scopes 1 and 2) implementation plan and our formal commitment to the Science-Based Targets Initiative.
- **Waste & Resource Management:** Improved clinical waste segregation and a 12% reduction in single-use plastics across our UK network.
- **Digital Efficiency:** Continued investment in our digital-first care model and AI solutions, reducing travel emissions and streamlining clinical workflows.
- **Workforce Wellbeing:** Introduction of new employee forums and health initiatives, aimed at strengthening culture and ensuring all voices are heard during our growth journey.
- **Governance & Compliance:** Expansion of ISO 9001 and ISO 27001 certifications in Poland, reinforcing our quality and information security commitments.

Sustainability at Optegra is not a separate initiative, it is embedded into how we grow, how we care, and how we lead. While we are proud of the progress made, we know there is much more to do. That is why 2025 will focus on deepening our stakeholder engagement, further decarbonising our operations, and preparing for evolving regulatory standards such as the EU’s Corporate Sustainability Reporting Directive (CSRD).

As we share this year’s report, I want to express my gratitude to all our teams, partners, and patients for supporting our mission to deliver care with conscience. Together, we are building a more sustainable and inclusive future in eye health.

Yours sincerely,

Dr Ola Spencer
Chief Operating Officer
Optegra Eye Health Care



About Optegra

What We Do at Optegra

Optegra is a leading European ophthalmology service provider dedicated to offering outstanding, personalised eye care services. We're able to generate best-in-class patient outcomes by bringing together cutting-edge research, medical expertise and state-of-the-art surgical equipment. Since 2007 we have performed one million eye procedures with 170,000 procedures last year, transforming the lives of patients. Our exceptional clinical results are achieved through delivering a series of standardised treatment pathways that provide a consistent, high-quality experience. This standardisation, alongside our digital first approach, helps us measure our treatment performance and make continuous incremental improvements to enhance our patients' quality of life.

Our company strategy focuses on three clinical pathways: cataract surgery, age-related macular degeneration (AMD) and vision correction services. Our streamlined medical offering translates into market-leading clinical outcomes and incredibly efficient medical services.

As an independent eye hospital group, in partnership with the NHS and public healthcare providers in our territories, it is our duty to ensure patient care is a top priority and to continue advancing clinical innovation. As an independent provider, we are able to produce our own policies and follow global best practice standards.

Our Highlights

~170,000
Procedures performed in 2024

0.18%
Posterior Capsular Rupture (PCR) rate across the group—compared to an industry benchmark of 0.79%

1,228
Full time employees globally


78%
of patients would recommend Optegra to family and friends

77%
of colleagues would recommend Optegra as a place to work



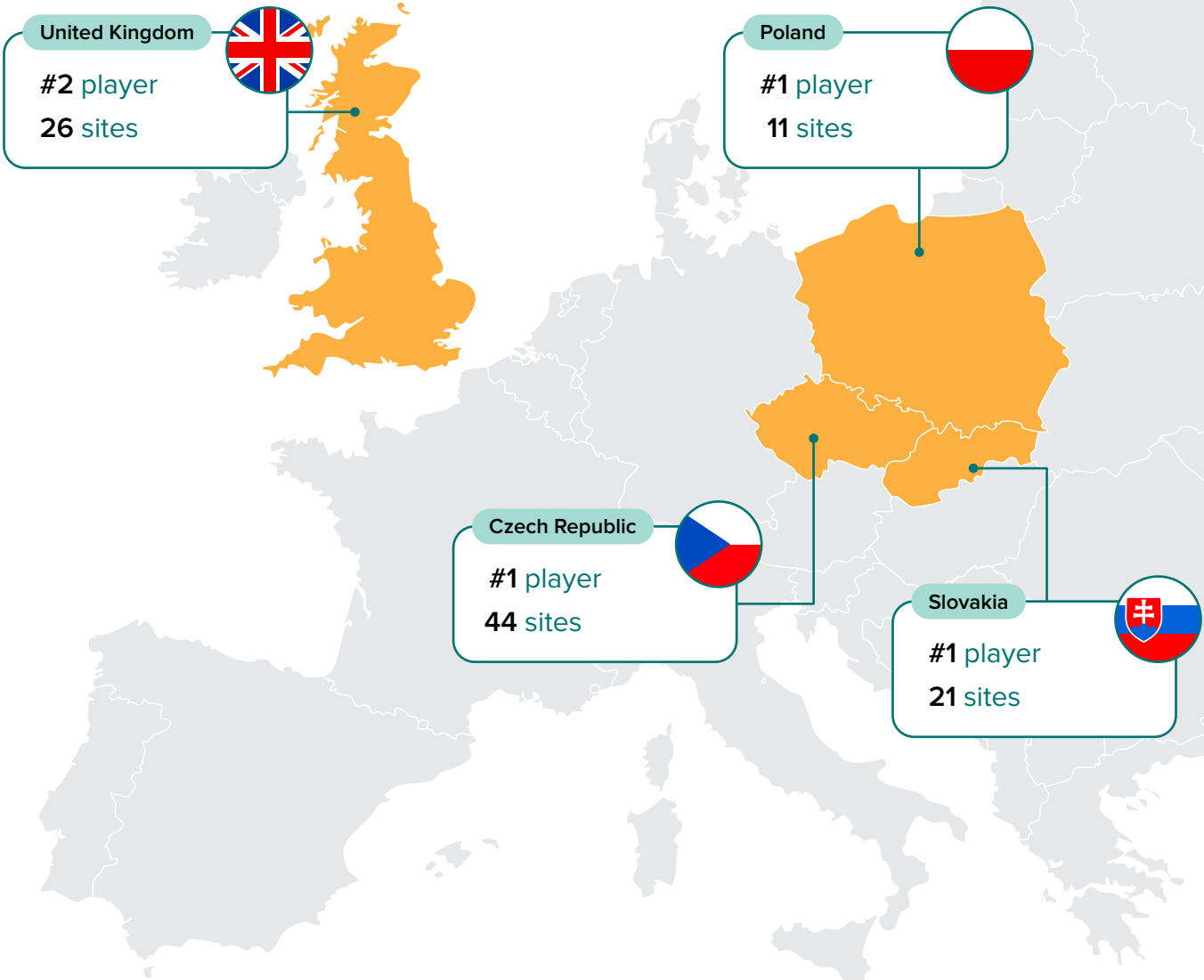
Key Facts and Figures

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

Pan-European Footprint



Number of Clinics by Type³

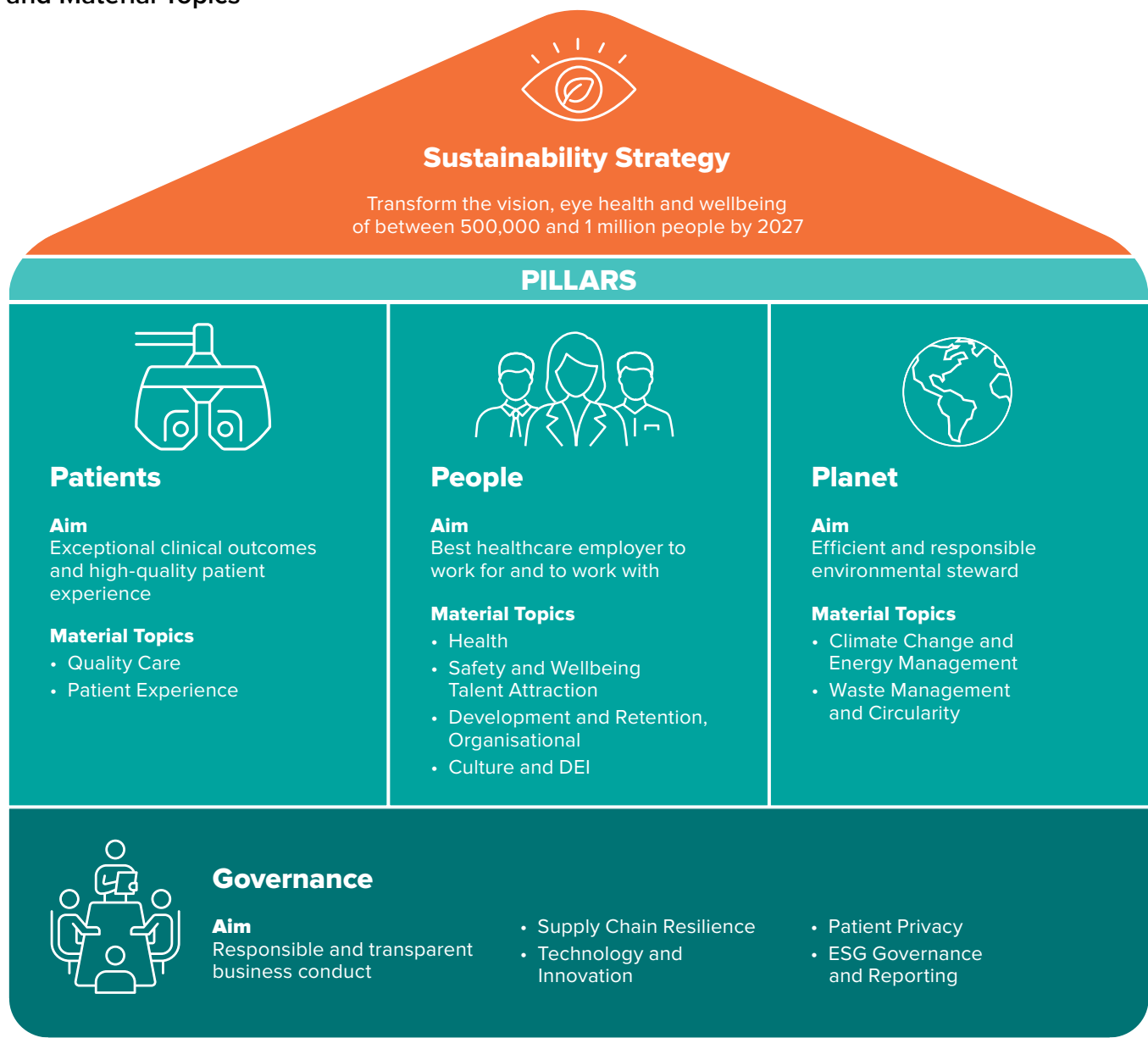
		2024	2023
Number of State-of-the-Art Clinics	Where surgeries take place	46	43
Number of Consulting Offices	Where appointments/examinations take place— with some kinds of treatments but no surgeries	38	33
Number of Optic Stores	Where optical products and accessories can be bought	18	16

³ 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

Our ESG Strategy

Our ESG strategy, which we published in our inaugural Sustainability Report in 2023 (accessible [here](#), on page 10), remains central to our efforts to become a more sustainable healthcare provider. Key to its creation was capturing the diverse perspectives of both internal and external stakeholders to create our materiality matrix, detailing the topics of most importance to our business. These topics were subsequently structured into three core ‘pillars’, Patient, People, Planet, each supported by strong Governance.

Sustainability Strategy, Pillars and Material Topics



KPIs

A series of KPIs were developed to measure our performance against a number of short-term targets, to help drive further performance improvements—as outlined at the beginning of each pillar chapter.

This year we have supplemented our original KPIs with additional secondary metrics, helping to provide greater reporting granularity and insights to drive further performance improvement. We have also increased the number of country markets reporting against these KPIs, though there is further work to be done.

We will continue to further integrate our ESG pillars with our business strategy, including leveraging our standardised and digitalised patient pathways, clinical engagement and our shared values.



Patients

Introduction

At Optegra, we are committed to delivering exceptional clinical outcomes and a consistent, high-quality patient experience. Our patient-centred approach is built on compassion, efficiency, and clinical excellence—ensuring every patient receives the same standard of care, wherever they are treated.

Our focus on pathway standardisation, with all patients following a structured treatment journey, enhances safety, reduces variability, and achieves consistently strong outcomes.

Our shift towards innovative, digital and AI-driven tools also helps us streamline care pathways, improve patient experience, and introduce more responsive and personalised services.

Patient KPIs

More country markets are now reporting against our Patient KPIs compared with 2023. Notably, the Czech Republic introduced NPS and CatEyes metrics in 2024, and Slovakia began tracking Posterior Capsular Rupture (PCR) rates. For the first time, we also published metrics on complaints compliance, adherence to standardised pathways, and serious incident reporting—supporting our drive for transparency and continuous improvement.

Our Patient Strategic Enablers

1. Automation and standardisation
2. Proactive communication
3. Excellence in clinical training and education
4. Technology and innovation

Our Patient Strategic Enablers

			Group Performance		Data Completeness (No. participating country markets)	
Topic	KPI	2027 Target	2024	2023	2024	2023
Quality Care and Patient Experience	1.1) NPS Score Globally (%)	≥80%	83%	84%	3	2
	1.2) PROM Score Globally (%)	≥80%	85%	82%	1	1
	1.3) CatEyes 6/12 (%)	≥95%	96%	96%	3	2
	1.4) PCR rates (%)	≤0.3%	0.18	0.26	4	3
	1.5) Compliance with complaints policy (%) ¹	≥90%	96%		4	
	1.6) Compliance with standardised clinical pathways (%) ¹	≥80%	88%		2	
	1.7) Serious incidents reported (%) ¹	100%	100%		4	

¹ New secondary KPI for 2024

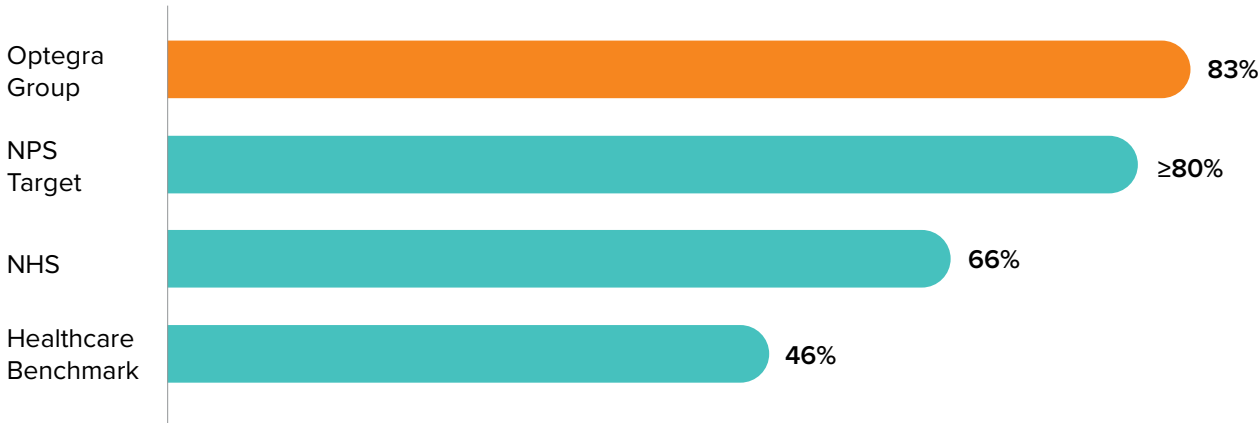
Quality Care and Patient Experience

Patient Net Promoter Score (NPS)

Following the launch of our Net Promoter Score (NPS) survey in 2023, 2024 saw the release of the second survey to help us better understand how patients perceive our care. This year's survey, conducted by an independent third party, was expanded to include our clinics and hospitals across the Czech Republic. We are yet to release the survey in Slovakia given the significant acquisitions which took place in 2024, however, this remains a priority for the coming year.

We are pleased to have achieved an average NPS score across all three markets of 84%. Participation rates also remained high, at 29% versus 22% in 2023. This compares to an industry range of between 15% and 25%. This strong group score provides further evidence of significant patient satisfaction and loyalty to Optegra and demonstrates the 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. This is a standardised questionnaire that captures how patients feel, and their eyesight function, before and after a procedure such as cataract surgery. Our PROM helps us understand the impact of treatment from the patient's perspective. We're pleased to report that our 2024 score of 85% exceeds the target of 80% set out in our strategy and builds on the 82% achieved in 2023.

Patient Surveys

Our patient satisfaction survey, now entering its second year of release, offers another opportunity to assess levels of satisfaction across our customer base (see the next page for a selection of results).

We also, for the first time, sent a survey to our NHS patients and members of their family. Of the 28,343 patients who responded (a 63% response rate), 92% felt that their experience of our service was ‘good’ or ‘very good’.

Patient Satisfaction Highlights



Clinical Outcomes

In 2024 Optegra delivered 170,000 clinical procedures, an increase of approximately 20% compared to 2023. This included over 90,000 cataract procedures of which the associated clinical outcome data forms the foundation of our standard of care.

Taking an average across all three markets (Slovakia to implement this measure in 2025), we achieved our strategy target of 95%. Regarding our Posterior Capsular Rupture (PCR) KPI, all markets reported and all showed significant performance improvements compared with last year.

	Quality of Sight	Group Performance	Benchmark
Cataract	6/12 ¹	96.3%	92%
	6/6 ²	62.4%	47%
Refractive Lens Exchange	6/12	98.2%	96%
	6/6	68.2%	58%
Posterior Capsular Rupture (PCR)	n/a	0.18	0.79

¹ 6/12 means an individual's central vision is half that of normal sighted person (i.e. the individual can see at 6 metres what a normal person can see at 12 metres)
² 6/6 means an individual's central vision is the same as a normal sighted person (i.e. the individual can see at 6 metres what a normal person can see at 6 metres)

We remain committed to capturing, analysing and then sharing this data in support of our commitment to transparency and continuous improvement, with the National Ophthalmology Database audit (NOD) serving as a benchmark for quality improvement.

Optegra Eye Sciences, our dedicated, not-for-profit research division, interprets and then disseminates this and other data across the business. Our dedicated Clinical Outcomes Review Committee helps ensure we continue to learn from our experience.



Driving Customer Service and Outcomes Through Innovation

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 2024, focussing on next generation eye care solutions.

Our Revolutionary Approach—3 in 1 Same Day Treatment

Throughout 2024 we developed our pioneering “treble” of NHS cataract care, ready for launch in Q1 2025. The treatment provides pre-operation consultation and treatment on the same day, including bilateral surgery (both eyes treated within the same procedure) and revolutionary drop-free post surgical care. While each of these elements has been successfully carried out individually before, Optegra is the first to offer all three to patients at one time.

- 1. Patient convenience:** By completing the pre-operative diagnostic tests and consultation on the same day of treatment, patients can reduce the number of hospital visits.
- 2. Bilateral surgery:** By treating both eyes on one day, patients leave with excellent vision in both eyes, which immediately decreases risk of vision imbalance, dizziness and falls.
- 3. Drop-free:** One steroid injection during the surgical procedure has replaced an intense eye drop regime, including four different types of drops to be taken three or four times a day, for up to four weeks. That's 480,000 fewer plastic bottles and paper packaging in the UK alone!



Streamlining care pathways in this way enables Optegra to achieve patient volumes and provides surgeons with caseloads that enhance expertise across various surgical sub-specialities.

Other pioneering Optegra treatments include:

- Innovative Glaucoma treatment:** In November 2024, Optegra began offering Glaucoma treatments in Manchester. Our innovative treatment features Topical eye drops, iStent implants and a Selective Laser Trabeculoplasty (SLT) laser procedure.
- Treating Dry Age-Related Macular Degeneration (AMD):** Optegra Manchester also became one of the first hospitals to provide Valeda Photobiomodulation Light Therapy, a brand-new, pain-free and non-invasive treatment for the dry form of AMD, a condition that had no previous treatment available.
- Advancing Presbyond laser procedures:** The Czech Republic team has developed an innovative Presbyond laser procedure which treats presbyopia by lasering both eyes for different distances, enhancing overall vision.
- Introducing Orthokeratology lenses:** The introduction of orthokeratology lenses to our treatment offering has brought another innovative solution for myopia to patients in Slovakia. These lenses provide an excellent solution, especially for children and adolescents, as they are worn only during the night.
- Treating ectatic corneal diseases:** Our Slovakia team is also expanding treatment options for ectatic corneal diseases, using two advanced methods: customised CXL and accelerated CXL Plus.
- Children's clinics - a unique integration:** The Dúhovka Centre in Slovakia combines paediatric ophthalmology clinics, a vision therapy centre (optometry and orthoptics), and a specialised eye kindergarten.



- Clinical study of advanced Smile technology:** Our Polish team, based in Poznan, are looking into how less invasive ReLEx Smile PRO 'keyhole' surgery can treat Presbiopic patients. This includes assessing new Zeiss MedTech protocols associated with refractive Visumax lasers.
- Expanding the use of Implantable Contact Lenses (ICLs):** Our surgeons based in Warsaw and Lodz are advancing the use of refractive ICL lenses to treat a range of conditions including near-sightedness, far-sightedness, and astigmatism.

Artificial Intelligence

We are embracing Artificial Intelligence (AI) to enhance the quality and speed of our many patient interactions. In Q2 2024 Optegra became the first independent healthcare provider to launch an AI solution, named Iris. For more information on this exciting growth area, see [Technology and Innovation](#).



The UK and NHS

Our New Cataract Diagnostic Clinics

Since 2023, Optegra has launched six new NHS cataract hospitals. This has allowed us to support thousands more cataract patients with timely treatment and excellent outcomes. We continue to review our expansion footprint and identify ways we can continue to bring care closer to our patients' homes—including the provision of virtual clinics.

Acting on PROM Insights—First Eye Post-Operative Delivered In-House

We are now able, for the first time, to conduct post-operative assessments within Optegra hospitals and clinics, rather than sending patients back to their community optometrists. This means we can now fully complete the patient journey, providing exceptional eye care at every stage. This new initiative was developed following analysis of Patient Reported Outcome Measures (see [PROM Score](#) for more information on PROM).



Information Sharing and Collaboration

We remain committed to knowledge sharing and collaboration to advance the field of ophthalmology. We consistently share our research data and findings with the wider professional and scientific community.

The creation of the Breaking Down Barriers report and subsequent engagement is a good example. Commissioned along with the Patients First Coalition, part of the Purpose Coalition, the report demonstrates how we are working to break down the barriers to healthcare, tackle health inequalities, and working in partnership with the NHS. Other engagement examples across the group include:



UK

- The Optegra/Zeiss symposium



Slovakia

- XXIX Congress of the Slovak Ophthalmological Society (SOS)



Czech Republic

- Optegra Webinars series hosted in Brno and Prague
- XXXII Annual Congress of the Czech Ophthalmological Society (ČOS) in Olomouc
- 42nd ESCRS Congress in Barcelona
- XXII. Congress of the Czech Vitreoretinal Society (CVRS)
- XIIIth Congress of the Czech Glaucoma Society
- Czech Republic American Ophthalmology Congress



Poland

- Symposium of the Polish Society of Ophthalmic Surgeons
- Polish Ophthalmological Society regional symposium in Rzeszow and Poznan
- 42nd Congress of the European Association of Cataract and Refractive Surgeons
- Optopus—symposium for optometrists with Wroclaw Technology University
- Annual Optegra Refractive Conference in Warsaw



People

Introduction

Optegra’s People Ambition is to be the best healthcare provider to work for and to work with. We’re passionate that everyone who interacts with us feels welcome and valued. We remain committed to continuously measuring our performance in this key strategic area so we can identify improvements and enhance our overall People offer.

People KPIs

Our People-focused KPIs allow us to assess the satisfaction and wellbeing of our employees as well as the wider impact of our community engagement. Our performance against each tailored KPI target can be seen below. More countries are now reporting against these KPIs and we’ve added further measures to help us improve workforce performance, engagement and development.

Our People Pillar Strategic Enablers

1. Promoting a healthy and safe work environment, for both the body and mind
2. Attracting, developing and retaining the best staff
3. Creating an organisational culture that is respectful, diverse and inclusive

Optegra’s People KPIs			Group Performance		Data Completeness (No. of participating country markets)	
Topic	KPI	2027 Target	2024	2023	2024	2023
Health, Safety and Wellbeing	2.1) Staff report feeling safe to raise concerns and issues (%)	≥95%	79%	N/A ¹	2	0
	2.2) Staff feel well supported at work (%) ¹	≥80%	84%		3	
	2.3) Zero harassment, bullying and abuse of staff by work colleagues (%) ¹	0%	0%		4	
	2.4) Employee absence rates (%) ¹	≤2%	3.8%		3	
Talent Attraction, Development, and Retention	2.5) Employee NPS (%) The percentage of staff who would recommend Optegra as a place to work	≥80%	77%	92%	3	2
	2.6) Employee engagement (%) ²	≥80%	80%		3	
	2.7) Voluntary attrition (%) ¹	≤10%	8%		4	
Organisational Culture and DEI	2.8) Staff feel respected and included (%)	≥80%	82%	65%	4	1
	2.9) Gender and ethnic diversity in SLT (%) ¹	≥30%	28%		2	
	2.10) People with impaired sight supported through charitable partnerships (#) ¹	3,000	Between 10k and 13k people supported		3	

¹ N/A—Not Applicable—owing to insufficient data to report at a group level
² New secondary KPI for 2024

Employee Survey

Our employee survey continues to be a critical tool in assessing how our employees feel about working at Optegra—with the insights gained underpinning our People-related initiatives. 2024 is the first year that the Optegra Group ran the survey in Czech Republic (previously only UK and Poland) and we look forward to including Slovakia in 2026 after our new sites are fully integrated. We are proud that this year, 70% of our employees in participating markets completed the survey, exceeding our target of 60%. Our employee engagement score continued to be high, underpinned by a ‘strong feeling of being developed’.

Employee Net Promoter Score

Despite these very positive scores, our employee Net Promoter Score (NPS), which details how likely Optegra employees are to recommend their workplace to others, saw a significant fall compared to last year. This was most likely influenced by a large expansion of our business in the UK, which required organisational restructuring during this critical transition year.

Since the 2024 employee NPS results, Optegra has taken the following actions, which are now embedded into our 2025 strategy:

- 1. **Strengthened communication channels**, including regular all-staff briefings and leadership visibility programmes.
- 2. **Established employee forums** in each region, providing staff with a regular opportunity to raise concerns, share ideas, and influence local operations.
- 3. **Launched multidisciplinary focus groups** in every clinic, with representation from all professional communities, to ensure all voices are heard and respected.

- 4. **Invested in leadership training and support**, especially for clinic and departmental managers, to improve people management, engagement, and responsiveness.
- 5. **Enhanced pulse surveys and response rate monitoring**, so we can gather more real-time feedback and act swiftly on emerging issues.

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



2024 Employee Survey Results

Questions	Target	Group Performance 2024 ¹	Group Performance 2023 ²
Took part in the survey	60%	70%	58%
Q. Employees are engaged		80%	75%
Q. Would recommend Optegra as a place to work	>80%	77%	92%
Q. Recommend our products and services	>80%	87%	96.5%
Q. Staff feel they do something worthwhile		91%	91%
Q. Recognised for doing a good job		63%	64%
Q. I feel I am being developed		66%	64.5

¹ Includes score from Poland, Czech Republic and UK

² Includes scores from Poland and UK

Employee Safety and Wellbeing

The safety of our employees and patients continues to be our number one priority. We have implemented a comprehensive range of measures to create a safe working environment where our employees feel empowered to perform their duties effectively and safely. By doing so we can drive positive change across our related KPIs that include ensuring our staff feel safe to raise concerns, are supported and are free from harassment or abuse of any kind.

Safety

Employee Safety Performance

	Group Performance	
	2024	2023
Number of work-related injuries	2	0
Number of work-related fatalities	0	0
Days lost to injuries (temporary capacity)	15	0

Learning From Our Safety Performance

In 2024, we recorded 2 work-related incidents across three of our markets which accounted for 15 lost working days. Each of these cases was thoroughly reviewed through detailed incident analysis to understand underlying factors and continuously improve our practices.

Building on this proactive approach, our team is enhancing and expanding mandatory training for all employees. The new programme will cover key areas

including occupational health and safety, fire protection, driving safety and first aid. Delivered through a new online platform, this training will increase accessibility, streamline completion and improve the management of compliance records—supporting a safer and more resilient workplace for everyone.

New Incident Procedure

We’re also proud to be one of the first care providers to implement the NHS’s Patient Safety Incident Response Framework, a mandatory requirement for providers of NHS-

funded care in the UK. The process supplements our existing safety systems which includes:

- Our RADAR reporting platform
- Sharing incidents with the Private Healthcare Information Network and Care Quality Commission
- Sharing best practices amongst the Independent Healthcare Private Network (IHPN)

Promoting Wellbeing

Emotional wellbeing is also vitally important to our employees, especially for those working directly with our patients. Our network of trained mental health first aiders provides support and guidance across all our practices. Our senior leadership and clinical management employees continue to receive mandatory safeguarding training, with outputs recorded in our Quality Management System.

We have an Employee Assistance Programme, provided by BHSF, which is a free and confidential service providing advisors

and counsellors to our team. Employees are also able to gain access to MyMindPal, a free wellbeing app full of resources around mindfulness, cognitive behavioural therapies, and advice on stress and anxiety.

Mechanism to Raise Concerns

We also have mechanisms for our employees to raise concerns about any aspect of their working life, including unethical or illegal behaviour. Trained safeguarding Leads located across all sites are responsible for raising concerns, and there is a dedicated e-mail that anyone can use to raise an issue.

Employee Absence Rates

While we make every effort to ensure our staff feel enthused and excited about coming to work each day, we understand that occasionally members of the team need to take some time off work. We review absence rates to ensure we can support employee wellbeing, morale and productivity while identifying trends that could signal underlying structural issues that need attention, such as accessible workload or sub-standard management practises.



Professional Development

Our organisation’s success, and that of the wider healthcare system, is built on employee development. We are committed to training today’s clinical professionals and actively invest in the doctors of tomorrow. By developing and refining market-leading clinical training programs and pathways we can maintain superior clinical outcomes and provide real societal value.

Setting Up for Success

Each of our full-time employees have a defined career pathway that helps them actively manage their professional development against personal goals and career aspirations. This process, called ‘Setting Up for Success’, helps employees have the skills, knowledge and competencies to successfully perform their role, while being well positioned for their next role.

Undergoing regular performance and development reviews with line managers is key, supported by a structured training regime that includes subjects such as Equality,

Diversity & Human Rights, General Data Protection Regulation (GDPR), Learning Disability Awareness and Stress in the Workplace. This training is refreshed every three years, with privacy and dignity training conducted three times a year. Senior managers are trained in safeguarding practices.

New training initiatives for 2024 covered topics such as sexual harassment, in line with new Government policy, and financial wellbeing, which included a webinar series. A new online platform, ‘Learnspace’, was also launched in the UK to increase the efficiency and effectiveness of all mandatory training.

Employee Development in the Czech Republic

The Lexum Academy

Our Lexum Academy, based in the Czech Republic, continues to provide a flexible and accessible development environment tailored to the specific career aspirations and needs of our junior physicians. Their events also contribute to the broader medical community by fostering information sharing and collaboration.



Sample events held in 2024 included:

- The Lexum Summer Camp attended by nearly 400 colleagues across the Czech Republic and Slovakia to celebrate business achievements
- A full day cataract training course in Prague for Optegra doctors and nurses
- An anterior vitrectomy course, aimed at preparing participants for cataract surgery complications
- Keratoconus diagnosis and refractive surgery training in Switzerland

Developing Junior NHS Doctors in the UK

Our people development ethos also extends beyond our own employees and optometrists. In the UK we have deepened our support of the NHS with a new training scheme for NHS junior doctors. Each participating doctor has an individual plan, focusing on areas where they want to develop. Training procedures are filmed so participants can identify ways to learn and improve. We have created a national NHS training lead role to manage NHS training demands across the entire Optegra group.

Educational Support in the UK

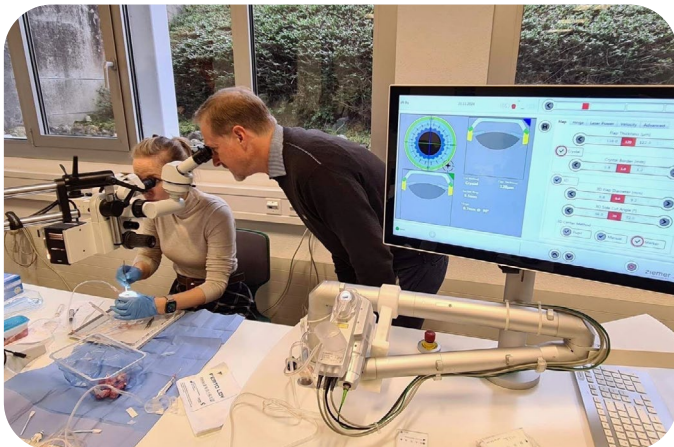
The Eye Sciences Team at Optegra develops a variety of accredited educational programmes for healthcare professionals, including technicians, nurses, optometrists and doctors. These programmes allow us to engage with the next generation of practitioners while still studying; the most notable examples are listed below.

Aston University

- Collaborating on students’ research projects, research papers and proposals
- Helping to organise ophthalmic training placements
- Setting up a world class wet lab training facility at Optegra Birmingham Eye Hospital

Manchester University

- Supervising PhD/Masters level research projects
- Delivering lectures to undergraduate/Masters students
- Appointing an Optegra post-doctoral Research Associate to support Optegra clinical teams with clinical trials and evaluation of results
- Helping organise ophthalmic training placements for The University of Manchester students





Clinical Turnover

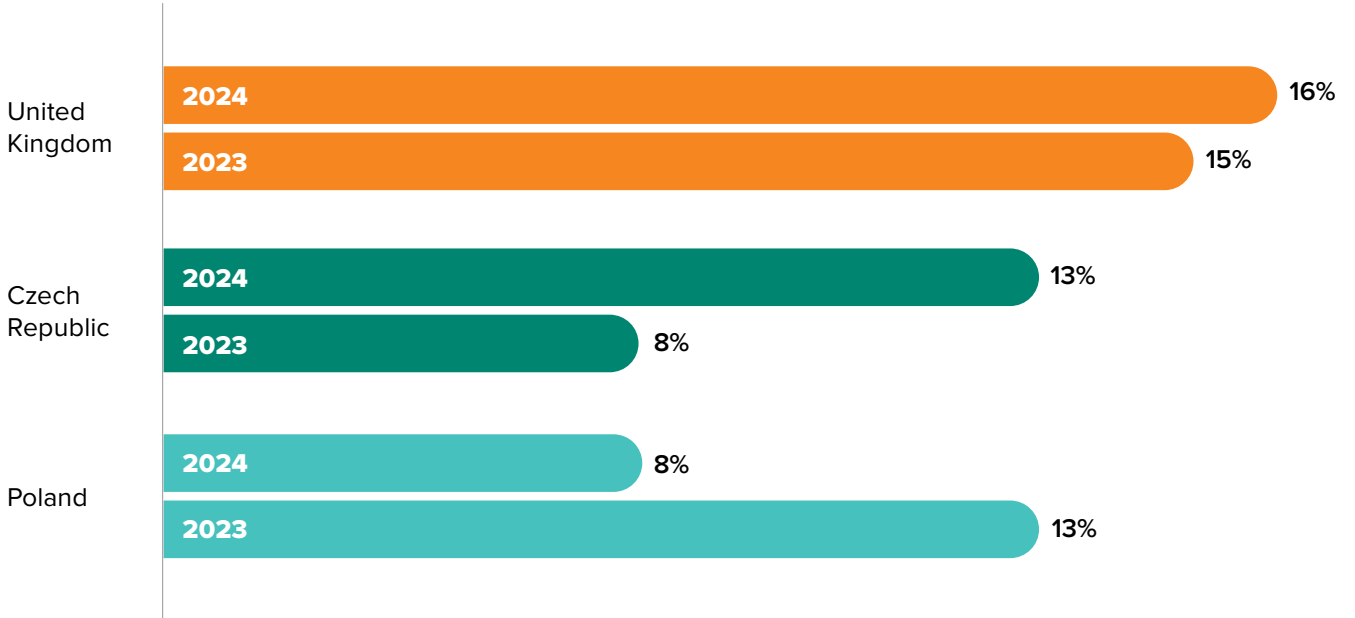
Despite our efforts to develop and retain our staff, as highlighted above, 2024 was characterised by significant clinical attrition rates in the UK, in part due to the restructuring at our larger, more mature sites during a year that saw site numbers grow from 12 to 26. Within the Czech Republic, our sites also increased from 27 to 44. The level of clinical attrition across Poland was lower, partly owing to site numbers remaining constant. Other contributing factors included an improved recruitment process, employee satisfaction initiatives, periodic employee evaluations, managerial training, and cultivating a supportive and collaborative working environment.

New Employee Roles in the UK

Several new UK roles have been created to help support our clinical and ESG activities. A new Clinical Services Director is helping us evaluate clinical services to optimise processes and pathways and enhance patient experience. Hospital Managers across our sites are helping us increase efficiencies and patient satisfaction while providing strategic leadership. The same hospitals are also appointing a Sustainability Lead to support local sustainability initiatives.



Clinical Turnover Rates by Country



Organisational Culture and DE&I

We continue to work hard to develop a culture that encourages open dialogue and active engagement with all stakeholders; where differences and collaboration helps us deliver best-in-class patient services and outcomes, and where there is zero tolerance of discrimination of any kind.

Our BeYou Initiative—Raising the Profile of DEI

Our BeYou initiative aims to foster a truly inclusive workplace by providing a safe space for employees with diverse backgrounds to share experiences, resources and ideas. In the UK, the proportion of employees from Black, Asian and Minority Ethnic (BAME) background increased from 23% in 2023 to 31% in 2024.



Recognising Our Employees With KUDOS

We introduced KUDOS in September 2024 to help create a culture of recognition and celebration, by allowing colleagues to give positive feedback through comments, e-cards or GIFs. The online platform also reminds employees of key engagements and campaigns aimed at creating a further sense of belonging and community.

Events BeYou held in 2024 included:

- | | |
|---|--|
| 1. January: Parent Mental Health Day | 6. June: Carers Week & Pride Month |
| 2. February: Chinese New Year & Shrove Tuesday/Lent | 7. July: Fundraising for charity |
| 3. March: International Women's Day & Ramadan | 8. August: Manchester Pride |
| 4. April: Easter & Stress Awareness Month & Passover | 9. September: National Inclusion Week |
| 5. May: Dementia Action Awareness Week | 10. October: World Mental Health Day & Black History Month |
| | 11. November: Movember / Men's Health Action Against Domestic Violence & Diwali |
| | 12. December: Christmas, Hanukkah and Charity appeal |

Community Engagement

Our commitment to the people we serve extends beyond our patients and embraces the communities in which we operate. In 2024 we continued to support several charities aligned with our mission of improving vision and quality of life, as well as wider initiatives.

In the Czech Republic we continued our five-year support of the United Organisation of the Blind and Partially Sighted (SONS). This included being the main partner of the White Crayon collection, which saw over 3,600 volunteers raise more than CZK 5 million (£170,000) for related good causes.

We also continued our support of Světluška, an initiative helping people with severe visual impairments. Over a period of three months Optegra colleagues took part in night-time runs to raise funds. Three clinics also took part in a series of hugely popular Health Days where our teams measured the eyesight of more than 500 visitors and provided free consultations.

In Poland, on World Health Day 2024, employees collaborated with The Warsaw College of Engineering and Health and the Ochota District Office in Warsaw to organise various attractions for local residents, including a diagnostic booth. Employees also supported relief efforts being conducted by the

Polish Red Cross for those affected by the September floods across the south of the country.

In Slovakia employees organised and managed multiple crowd-funding campaigns, raising over 100,000 Euros, which supported critical life-saving aid for Ukrainian civilians.

In the UK our long-term support of the Guide Dogs for the Blind continued throughout 2024 through several events and charitable donations. We were also proud to become the official sponsor of the Nottingham-based Wheelchair Football Association (WFA), helping support the league's development and create more opportunities for players with disabilities.





Planet

Introduction

Like all industries in the healthcare sector, optometry has an impact on the planet. In the same way that we care for our patients and people, we’re also committed to caring for our planet and contributing to a sustainable world. We continue to reduce the environmental impact of Optegra’s operations, from improving the energy efficiency of our premises and the energy required to treat each patient, to reducing our waste and the number of times patients need to travel for treatment.

This year we have been able to increase the number of countries who are able to report against the Planet KPIs. We’ve also made excellent progress to establish a solid baseline of GHG emissions data across the group. This baseline has enabled us to set meaningful GHG reduction and supply chain engagement targets aligned with our existing commitments.

Our Planet Pillar Strategic Enablers

1. Deliver our renewable energy procurement policy
2. Enhance building energy efficiency
3. Increase the productivity of surgical theatres
4. Reduce waste through circulatory principles

Optegra's Planet KPIs

			Group Performance		Data Completeness (No. of participating country markets)	
Topic	KPI	2027 Target	2024	2023	2024	2023
Climate Change and Energy Management	3.1) Scope 1, 2 and 3 emissions baseline (Yes/No)	Yes (across all markets)	Yes	No	4	1
	3.2) Achieve GHG emission reductions in line with a validated science-based carbon reduction target (Yes/No)	Yes (across all markets)	N/A: Emission reduction targets have been set, and decarbonisation levers identified.		0	0
	3.3) Electricity from renewable sources (%)	100%	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.		1	
	3.4) Achieve external sustainable building certification at 'green field' sites¹	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 opportunities¹	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.	65%	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
¹ New secondary KPI for 2024

Climate Change and Energy Management

GHG Emissions

Since 2023 we have made significant strides in our journey towards achieving our ambitious decarbonisation goals, in alignment with our commitment to the Independent Healthcare Providers Network (IHPN) and delivering a Net Zero NHS.

Our Decarbonisation Strategy: A Group-Wide GHG Inventory and Emissions Baseline

In the past year, we have developed a comprehensive greenhouse gas (GHG) inventory across the group. This inventory provided a detailed baseline of our emissions, enabling us to improve future reporting. It also allowed us to develop a fully-costed decarbonisation plan, aligned with our ESG strategy, in preparation for submitting our targets to the Science Based Targets Initiative (SBTi) for validation.

Scope 1 and 2 Emissions

We have set the following ambitious, yet achievable targets in the context of our IHPN commitment to achieve zero Scope 1 and 2 emissions by 2035, putting us ahead of the NHS’s 2040 “Carbon Footprint Plus” target. We will meet our interim targets primarily by transitioning electricity to renewable sources.

Scope 1 and 2 Targets	
<ul style="list-style-type: none">By 2030 reduce Scope 1 and 2 emissions by 42%By 2035 reduce Scope 1 and 2 emissions by 100%	
Scope 1 Priorities	Scope 2 Priorities
<p>Near-term</p> <ul style="list-style-type: none">Implement smart heating systems and optimise building energy schedules to reduce energy usageAdopt Electric Vehicles (EVs) where possible, including onsite chargers at clinics and employee homes where feasible <p>Long-term</p> <ul style="list-style-type: none">Replace existing natural gas space and water heating systems with low-carbon technologies (e.g. electric heat pumps) when they reach the design end-of life	<p>Near-term</p> <ul style="list-style-type: none">Decarbonising purchased electricity including:Green tariffs in the UKPurchasing Guarantee of Origin (GO) certificates in the EUWhere electricity is incorporated with rent (e.g. Czech Republic and Slovakia) we will switch to purchasing directly from energy providers

Scope 3 Emissions

To address our Scope 3 emissions, we have set a supplier engagement target in recognition that 79% of these emissions stem from purchased goods, services and capital goods within our supply chain.

We have assessed the potential to set absolute or carbon intensity reduction targets for our Scope 3 emissions, however these have proven unfeasible due to a lack of visibility of current decarbonisation rates of our existing suppliers. Therefore, our supplier engagement strategy aims to encourage suppliers to adopt more ambitious and robust decarbonisation targets, enabling us to achieve our own sustainability goals.

Scope 3 Target
<ul style="list-style-type: none">We aim for 84% of our supply chain (by emissions) to have set their own science-based targets by 2029
Long-Term Priorities
<ul style="list-style-type: none">Adopt sustainable supplier and supplier engagement practices across the group:<ul style="list-style-type: none">Introduce GHG disclosure and SBTi requirements in major supply contracts.Develop activity-based emissions for suppliers from GHG disclosures (more accurate than current spend-based methodology applied in our FY24 baseline).



Next Steps—SBTi Target

As a next step, we will commit to setting a science-based target with the SBTi, with the goal of having the target validated by the end of Q2 2025.

Renewable Electricity Guarantee of Origin

At a corporate level we are working towards changing supply to renewable energy across our sites where green energy is available. Where renewable energy is not readily available, we will source Renewable Electricity Guarantee of Origin (REGO) certifications, proving our electricity supply has been generated from truly renewable sources.

Energy Efficient Buildings

Building energy efficiency is another important lever to help drive down our emissions. All six of our new UK greenfield clinics in 2024 achieved an EPC rating of B, which indicates a ‘very good’ energy efficiency. A new clinic opening in Poland received a BREEAM “Excellent” certification, the second highest BREEAM classification, indicating that a site performs ‘very well’ on ESG criteria.

In the UK, we have already replaced 95% of legacy lighting with LED lights, a process that will be completed in Q2, 2025. In the coming year we will also upgrade and replace the heating and ventilation systems across our older sites.

Optegra Group GHG Emissions by Scope Type (tCO₂e)

Group Performance	FY 2024
Scope 1 Emissions (tCO ₂ e)	1,097
Scope 2 Emissions (tCO ₂ e)	4,748
Scope 3 Emissions (tCO ₂ e) ^[1]	16,052
Total Emissions (tCO ₂ e)	21,897

Standardising Patient Pathways

Our focus on simplifying and standardising our patient pathways is also helping us to reduce emissions related to clinical procedures. By treating more patients each day, we can reduce the emissions per procedure. We are currently conducting approximately 25 cataract surgeries per day compared to around eight for the UK’s NHS. For further information, including our 3 in 1 treatment case study, see [Driving Customer Service and Outcomes Through Innovation](#).

Waste Management

New UK Waste Contract

We are also prioritising sending less waste to landfill. In the UK, from 1st October 2024, we changed our general waste management system to a new weight-based approach, allowing us to measure each kilogram of waste we produce based on type, including general, recyclable, confidential and medical waste. This granularity of data capture and reporting will provide the insights we need to drive further waste reduction. We look forward to being able to report based on this methodology in our next report.

In relation to hazardous and radioactive waste, the business generated 59.4 tonnes across three reporting country markets in 2024. This compared to 61.7 tonnes generated across the same three markets in 2023.

Reducing Paper Use

Throughout 2024 we further extended the use of electronic medical records to enhance operational efficiencies and reduce paper use. For further information see [Patient Privacy and Electronic Health Records](#).

Reducing Waste by Using Reusable Intraocular Lens (IoL) Introducer

We have also pioneered the use of reusable intraocular lens (IoL) introducers as part of a pilot with Johnson & Johnson in the UK. In conventional cataract surgery a single use IoL introducer is used and thrown away. With this new process, only a cartridge goes to medical waste, producing 4.2 times less waste, as well as a reduction in shipping materials, shipping journeys and storage requirements. Scaling the saving up, exclusive use of reusable IoL inserter technology could save over 9,300 kg of waste per year in England.





Governance

Introduction

Optegra’s Governance ambition revolves around responsible and transparent business conduct and work practices—all of which are critical to improving our sustainability performance. Through robust systems and processes we can ensure transparency, accountability and strategic decision-making as we pursue our sustainability goals across all levels of our business thus our Governance pillar forms the foundation of all our ESG activities.

Our core Governance KPIs remain unchanged from when they were created as part of our ESG strategy in 2023. Our primary governance KPIs include a focus on our supply chain and consolidated ESG reporting, which includes this and subsequent sustainability reports.

Our Governance Strategic Enablers

- 1. Establish robust ESG governance and reporting mechanisms
- 2. Support the implementation of innovative technology solutions
- 3. Continue to automate patient privacy and electronic Health Records

Optegra’s Governance KPIs

			Group Performance		Data Completeness (No. of participating country markets)	
Topic	KPI	2027 Target	2024	2023	2024	2023
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	N/A	4	0
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		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		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	4

N/A—Not Applicable—owing to insufficient data to report at a group level
¹ New secondary KPI for 2024

Supply Chain Resilience

Supply Chain Engagement

In 2024, our Supplier Code of Conduct was included in all new contracts across all our markets. This requires suppliers to use reasonable endeavours to comply with the Code (which includes human rights, environmental responsibility, data protection, and anti-bribery and corruption) and have appropriate systems to ensure and demonstrate compliance.

Technology and Innovation

Through adopting a digital-first approach, we have been able to improve patient care, further streamline healthcare pathways and maintain the highest standards of data security.

Artificial Intelligence

A key area of focus for our ESG strategy is the integration of Artificial Intelligence (AI)-driven healthcare solutions across our patient treatments. Our investment into AI has allowed us to reduce waiting times and increase convenience for patients whilst also improving efficiency for both clinical and admin teams and reducing operational costs. We're proud to be the first independent healthcare provider to be using AI in this way.

Pre-Operative Assessment

Traditionally, prior to treatment, our patients go through a 30-minute pre-operative assessment with a nurse to discuss their history and requirements. Now, our patients receive a text message telling them that Iris, our AI-driven virtual assistant, will call them. If they would prefer to speak to the Customer Engagement Centre team, they can do so.



AI Generated Visualization of Iris

Iris Stats

1,500

post-operative assessments conducted by Iris per week

12,400

pre-operative assessments conducted by Iris in total

95%

Net Promoter Score

97%

data accuracy

Iris's efforts free up our clinical team to prioritise patients who need personal advice, perhaps due to more complex clinical cases, helping them to get surgery faster. Patients can also use Iris when and where it suits them, providing greater flexibility. An AI performance dashboard lets us monitor our AI performance in real time, helping us further enhance performance.

Post Operative Assessment

We are now utilising AI in our follow-up appointments too, helping to remove a time-consuming optometrist-led assessment. Iris can call patients after their initial treatment, conduct the assessment, then book them into their second eye surgery faster. We have done around 6,000 automated follow-ups across 12 UK clinics and will be looking for opportunities to introduce across other country markets in 2025.

NHS Doctor Training

We are also using the technology to train junior NHS surgeons with our AI surgery platform, giving medics access to high-volume cataract surgeries. The platform analyses how junior doctors perform during surgery and then develop an improvement plan, significantly accelerating their progress and precision in a safe environment.

Engagement on AI

The level of interest in our AI initiatives has been extremely high. In line with our commitment to share knowledge, in September we, along with The Purpose Coalition, met with UK MPs and stakeholders at the Labour Party Conference in Liverpool to discuss the role of AI in healthcare. In November we participated in the NHS Proud2beOps conference in Manchester, alongside our AI partner DRUID, and discussed how the integration of AI can deliver substantial NHS benefits at scale.



Data Security

Data security is of critical importance to us owing to the volume and sensitivity of the patient data we hold. Therefore, we continue to innovate to ensure all data is secure.

Our Security Operations Centre (SOC) which monitors cybersecurity performance across all our sites reported a score of 75% in 2024, against a goal of 60% (2023: 72%). While this exceeds our own target, we continue to look at ways of further improving security levels.

Data Protection and Cybersecurity Audits

We conduct an Electronic Data Protection Audit program across all markets to improve data protection compliance. The programme includes data protection training and the introduction of Data Protection Champions who support their sites. We also conduct cybersecurity penetration testing across all markets on an annual basis. Our Polish team also conducted a cybersecurity-focused compliance audit aligned with the ‘Network and Information Security Directive 2’ requirements. Based on the results, we have prepared a preliminary plan to drive further improvements in 2025, including digital training and upgrading our country network to SD-WAN.

Investing in a Technology Ecosystem

In addition to our data security efforts, our IT teams continue to investigate new technologies and refresh our existing processes to optimise our operational efficiency and effectiveness.

Digitisation of Human Resource Documents

In the Czech Republic the team are preparing to further digitise the management of Human Resources (HR) documents to improve data management efficiency, data security, and reduce data errors. This will involve extending the use of the current SIGNI system from its current payroll focus to other HR areas. It will also help reduce paper and print consumption and lower associated costs and energy use.

The team will commence intensive work on setting up and optimising an HR Information System (HRIS), further helping to centralise data, increase efficiency, enhance security and reduce room for error in data handling.

Patient Privacy and Electronic Health Records

At Optegra, we place great importance on patient privacy and the secure handling of electronic health records. We have strong policies in place, governing the supervision of medical records throughout patient diagnosis and treatment.

As well as enhancing our data privacy governance for our patients, electronic health records allow us to reduce our environmental impact. As part of our Future Vision Initiative, we remain committed to transitioning to a paperless system across the entire Optegra group by 2027.

In support of this aim we extended the application of our Open Eyes software platform that supports the detailed electronic documentation of vision correction and laser eye surgery procedures. The platform also allows us to interface with hospital systems and ophthalmic devices, supporting compliance audits and providing real-time analytics. In 2025 we will continue this focus with the rollout of a single digital platform called Unison across our Poland sites and another, Zeiss Forum, across Slovakia.



Ethics and Compliance

At Optegra, we are focused on maintaining the highest standards of ethics and compliance across the entire group. Our business ethics policies encompass labour practices and human rights compliance while including mechanisms to adhere to the United Nations Global Compact (UNGC) Principles.

The Optegra Group Code of Ethical Conduct formalises these expectations amongst our employees, partners and stakeholders, emphasising the levels of integrity and high ethical standards expected and the potential consequences of non-compliance. We regularly audit our processes and procedures internally as part of our ISO certification processes.

In Poland, in 2024 all sites achieved ISO 9001 and ISO 27001 certification (quality management systems and information security management systems (including HR, General data, and IT) respectively). This achievement supplements the ISO certifications achieved in previous years across the group. These certifications reflect our commitment to enhancing the quality and safety of the care we provide, and we will renew these certifications every three years, in line with recommendations. We ensure ongoing development and compliance with ISO certification standards through regular employee training.



Equality, Diversity and Inclusion Standards

We undertake regular equality analysis, in the form of Equality Impact Assessments (EIAs), in support of our commitment to ethical conduct. The EIA is a tool that ensures our policies, practices

and services do not unintentionally discriminate against protected groups based on characteristics such as age, disability, gender, race, religion, and sexual orientation. By taking a more positive 'needs-led approach', we aim to avoid the types of discrimination that can arise from ignoring or being ignorant of people's differences

and associated needs. 2024 also saw Optegra introduce new sexual harassment training, in line with new Government policy while Optegra Poland signed the Diversity Act, providing further evidence of our commitment to equality and inclusion in the workplace.



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