



Sustainability Report

2023



Contents



Letters From Leadership

- Letter From CEO4
- Letter From CTO ESG Lead5

About Optegra

- What We Do at Optegra7
- Key Facts and Figures.....8
- Our ESG Strategy 10



Patients

- Introduction..... 13
- Quality Care and Patient Experience 14



People

- Introduction.....21
- The Importance of Shared Ambition23
- Staff Development25
- Employee Safety.....28
- Organisational Culture.....30



Planet

- Introduction.....33
- Climate Change and Energy Management.....35
- Waste Management.....37

Governance

- Introduction.....39
- Supply Chain Resilience40
- Technology and Innovation41
- Patient Privacy and Electronic Health Records.....43
- Ethics and Compliance44



Letter From CEO



Dear Stakeholders,

I am delighted to introduce Optegra's first group-wide Sustainability Report. This pivotal document marks a key milestone in our ongoing commitment to sustainability, underscored by our adherence to the principles of Environmental, Social, and Governance (ESG).

At Optegra, our core mission is to improve the quality of life of our patients by providing life-changing eye care. We are proud to have successfully improved the vision of over one million patients through our state-of-the-art vision correction treatments. This mission is integrated into our DNA: we want all patients to 'See The Optegra Difference'. Optegra's intrinsic purpose links to the global sustainability agenda and directly contributes to the UN's Sustainable Development Goal 3: Good Health and Wellbeing: ensure healthy lives and promote wellbeing for all at all ages.

In December 2023, our board proudly endorsed our initial ESG strategy, reinforcing our resolve to integrate sustainable practices deeply within our operations. The strategy focuses around a goal to transform the vision, eye health and wellbeing of between 500,000 and one million people by 2027 and consists of three fundamental pillars: Patient, People, and Planet, all bolstered by robust governance. These pillars not only direct our actions but also provide us with the metrics to gauge our progress effectively.

Optegra has a robust presence in the UK, Poland, Czech Republic, and Slovakia. I am immensely proud of our growth and the positive changes we've instigated across these regions. Through our partnership with MidEuropa we have seen solid, organic growth and sustained operational excellence. Thanks to their positive influence, and our internal ambitions, our dedication to sustainability permeates every facet of our operations and extends to the communities and individuals we serve. Through our partnership, we have collaborated to set an ESG strategy with underlying targets for 2027, based on an assessment of material topics. For us, it is a key strategic priority to align with MidEuropa's rapidly developing ESG strategy, as together we can achieve much more.

Our commitment shines through our initiatives to reduce extensive ophthalmology waiting times, significantly enhancing the vision, independence, and overall quality of life for our patients.

Looking ahead, we remain steadfast in our mission to deliver exemplary eye health care and achieve industry-leading results in treatments for cataract, age-related macular degeneration, and vision correction. Our sustainability efforts are intricately woven into this mission, ensuring that we continue to provide top-tier patient care while simultaneously minimizing our environmental footprint and making a positive impact on our communities.

Thank you for your continued support as we embark on this exciting new chapter in Optegra's journey. We look forward to sharing our progress with you in the years to come.

Yours sincerely,

Peter Byloos, CEO, Optegra

Letter From CTO ESG Lead



Dear Stakeholders,

Since our inception, we have been driven by a goal to improve patient lives through our quality vision-correction service. As we navigate the evolving landscape of healthcare, our commitment to Environmental, Social, and Governance (ESG) principles remains steadfast.

Understanding the environmental impacts of our operations is paramount. To this end, we are focused on intensifying our efforts across several key areas including energy management, waste reduction, and the mitigation of climate risks. Our ESG strategy—encompassing the pillars of Patient, People, and Planet, and anchored by robust governance—guides our initiatives to minimize our environmental footprint while enhancing patient care and corporate governance.

2023: a step change in our strategic sustainability goals

Through a comprehensive materiality assessment undertaken in 2023, we have established significant targets aligned with these pillars. This targeted approach ensures that our efforts are concentrated on the most impactful ESG topics, maximizing our influence on these crucial areas.

An integral part of our strategy includes the expansion of our Greenhouse Gas (GHG) baseline measures, initially conducted in the UK, to encompass all entities within the group over the coming year. This expansion is crucial as it will lay the groundwork for setting ambitious decarbonization targets—another vital step in our sustainable journey.

We have established a governance structure tailored to oversee these efforts effectively. By electing pillar representatives across different geographies, we ensure the consistent implementation of our group-level strategy while accommodating regional nuances. This structured approach allows for the efficient communication of KPIs and the agile adaptation of our goals to align with industry developments and our expanding footprint.

We are committed to this path not only because it is ethical but also because it is essential for the long-term sustainability of our operations and the communities we serve. We believe that through conscientious governance and a proactive approach to environmental challenges, we can significantly contribute to a healthier planet and society.

2023 was a year for Optegra to establish the strong foundations, tools and goals to embed sustainability deeper into our purpose. We look forward to continuing to deliver positive health outcomes for patients whilst also addressing our wider sustainability impact.

Thank you for your unwavering support and engagement as we work towards achieving these important sustainability goals.

Yours sincerely,

Ola Spencer, CTO and ESG Lead, Optegra



Optegra's Vision
 Transform the vision, eye health and wellbeing of 500,000 to one million people by 2027

About Optegra

What We Do at Optegra

Optegra is a leading European Ophthalmology Platform, driving integrated pathway standardisation and delivering best-in-class patient services and outcomes. Clinical pathways are tools used to guide evidence-based healthcare. Their aim is to translate clinical practice guideline recommendations into clinical processes of care within the unique culture and environment of a healthcare institution. Our footprint currently extends to the UK, Poland, Czech Republic, and Slovakia, where we are committed to providing exceptional personalized eye health care services, coupled with an extensive range of innovative treatments and convenient patient access through online portals, enhancing the quality of life for patients.

Our personal approach, combined with exceptional surgeons and facilities have set a new standard in delivering life-changing eye care. Every eye is as different as every person—which is why we provide a wide range of solutions perfectly tailored to individual needs. From leading laser eye surgery and lens replacement procedures to cataract and medical treatments, at Optegra we are committed to delivering the exceptional personalised eye care our patients deserve.

As an independent eye healthcare organisation, in partnership with the NHS, it is our duty to ensure patient care is a top priority and

to continue advancing clinical innovation. We have the autonomy to produce our own policies and follow global best practice standards, which is a key benefit of being an independent provider.

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. We are proud to have completed 137,000 procedures across the group in 2023 with a Posterior Capsular Rupture (PCR) rate of <0.3%.

Our Highlights

>137,000
 surgeries performed in 2023

<0.3%
 Posterior Capsular Rupture (PCR) rate across the group

958
 staff employed globally, with a record 450 appointments expected next year





90%
 of patients would recommend Optegra to family and friends

88%
 of colleagues would recommend Optegra as a place to work

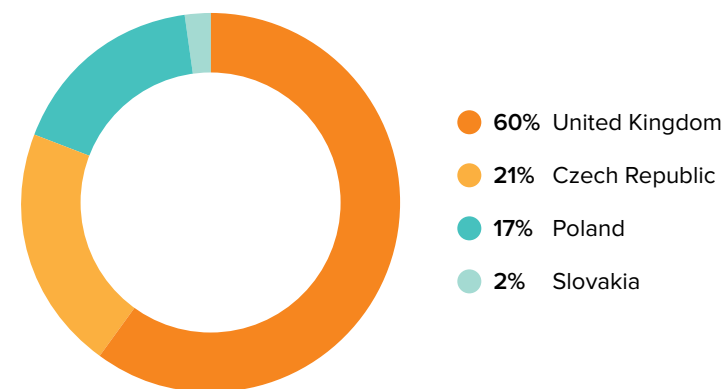


Key Facts and Figures

Our Services

Service and Description	Illness	Treatment	Age Cohort	Procedures
 Cataract Replacement of the natural lens with a synthetic intraocular lens	Vision impairment caused by development of a cloudy patch in the eye	One surgery per eye, typically lasting 15 minutes	60+	80K
 AMD Medication injected into the vitreous body of the eye	Age related deterioration of vision caused by abnormal growth of blood vessels at the back of the eye	c.5 injections p.a. for an average for 7 years	60+	28K
 LVC Laser procedures to correct vision impairments	Myopia, hyperopia, presbyopia, astigmatism and other refractive errors	One surgery per eye (LASIK/LASEK, SMILE and Presbyond)	SMILE/LASIK/SAEK: 20-40 Presbyond: 40+	24K
 RLE Replacement of natural lens to reduce dependence on glasses, also known as "elective cataract"	Myopia, hyperopia, presbyopia, astigmatism and other refractive errors	One surgery per eye, typically lasting 15 minutes	40+	5K

FY2023 Revenue Split by Country



43

State-of-the-Art Clinics

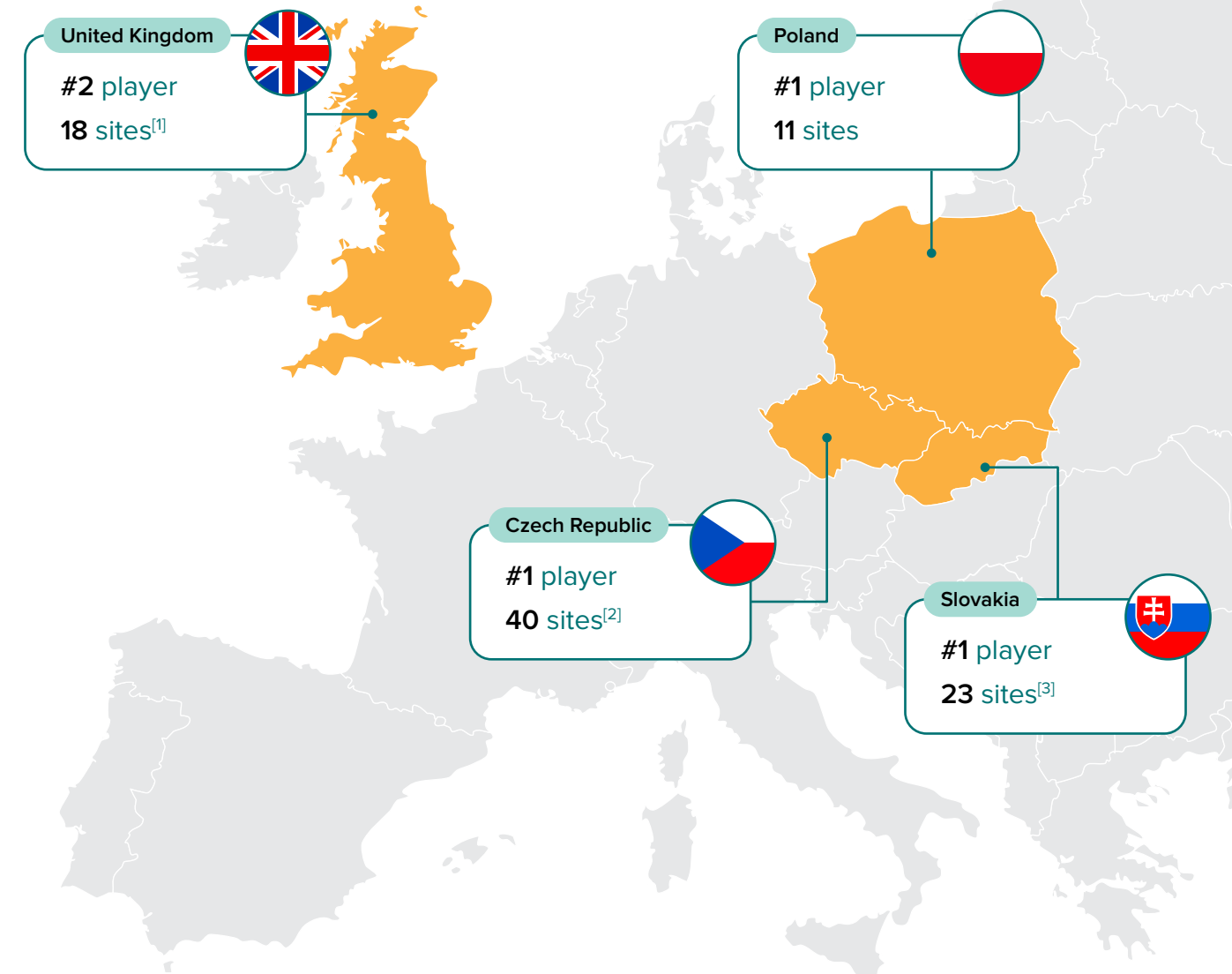
33

Consulting Offices

16

Optic Stores

Pan-European Footprint



[1] 6 new greenfield sites in progress to be opened in 2024

[2] Somich acquisition with 2 Clinics, 8 Consulting Offices and 5 Optic stores closed in 2024

[3] UVEA, 3F and Oftum acquisitions with 4 Clinics, 16 Consulting Offices and 2 Optic stores, closed in 2024

Optegra's Full Time Employees Across the Group

414

United Kingdom

350

Poland

311

Czech Republic

25

Slovakia

Our ESG Strategy

In 2023 we consolidated our environmental, social, and governance (ESG) efforts to date and devised a clear strategy to help us become a more sustainable healthcare provider. With the support of a third-party specialist sustainability consultancy, we captured the diverse perspectives of our internal stakeholders during an interview campaign which led to the creation of our materiality matrix. The materiality matrix allows us to visualise the different ESG focus areas and drivers of our people, our patients, and our stakeholders in the context of an ever-evolving legislative landscape.

Materiality Assessment

We leveraged insights from our various stakeholders, including senior leadership, suppliers, and investors, as well as industry-specific trends and standards, to evaluate the significance of ESG topics and identify those that were most material to our business. We also ensured that this process was aligned with best practise guidance from sustainability frameworks like The Sustainability Accounting Standards Board (SASB). Below we outline each ESG topic we identified as material and what it means to Optegra.

Material Topics

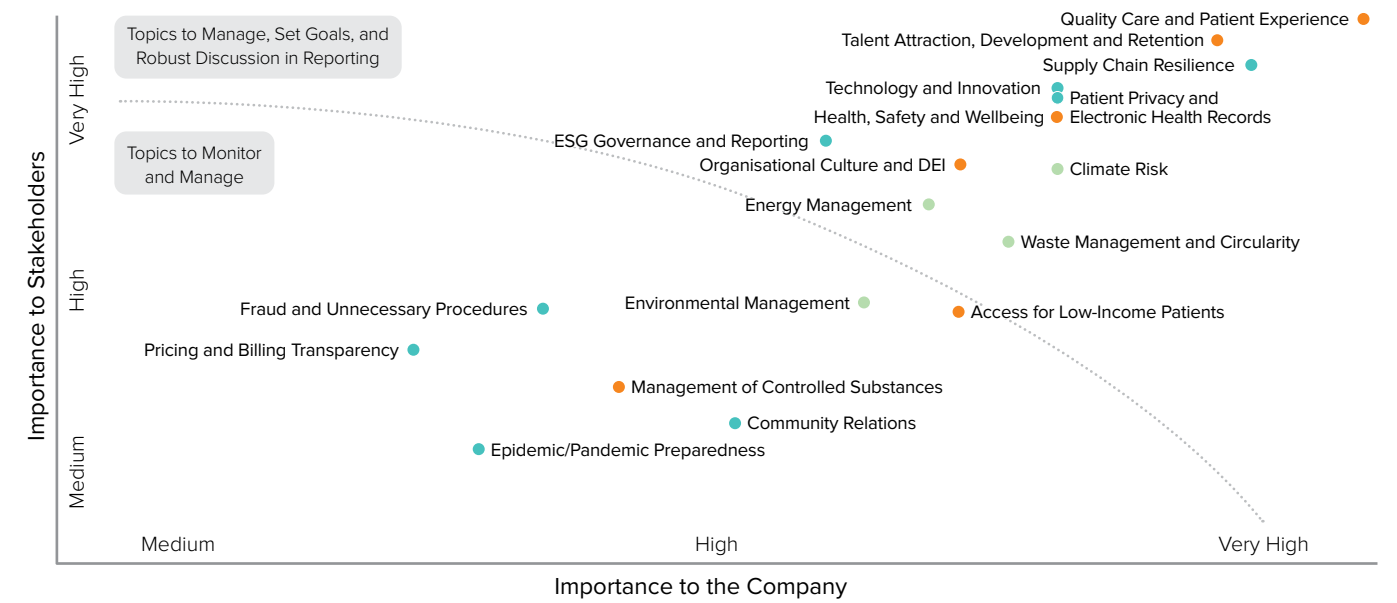
● Governance ● Social ● Environment

Patient Privacy and Electronic Health Records: Our responsibility to protect patient data, particularly in electronic health records, ensuring privacy and compliance with data protection regulations.	Supply Chain Resilience: Optegra's ability to maintain and manage a robust supply chain that can withstand disruptions and continue to deliver essential healthcare services.	Technology and Innovation: Our use of advanced technologies and innovative practices to improve healthcare delivery and patient outcomes.	ESG Governance and Reporting: Our approach to managing and reporting on environmental, social, and governance (ESG) issues, demonstrating transparency and accountability.
Quality Care and Patient Experience: Optegra's commitment to providing high-quality medical services that meet patient needs and expectations, enhancing their overall experience.	Talent Attraction, Development, and Retention: Our strategies for attracting skilled professionals, providing opportunities for career growth and learning, and retaining valuable staff members.	Health, Safety, and Wellbeing: Optegra's commitment to promoting a safe and healthy environment for its patients, staff, and the wider community.	Organisational Culture and DEI: Our commitment to fostering a diverse, equitable, and inclusive work environment that respects and values all individuals.
Climate Risk: Our efforts to understand and mitigate the risks posed by climate change to our operations and the health of the communities we serves.	Waste Management and Circularity: Optegra's strategies for reducing, reusing, and recycling waste, promoting a circular economy within its operations.	Energy Management: Our efforts to use energy efficiently and responsibly, reducing its environmental impact and contributing to sustainability.	

Following completion of our in-depth, structured interview campaign, topics were evaluated based on their significance to our key stakeholders and their impact on our operations. The resulting materiality matrix offers a useful depiction of the varying importance of topics from both our own internal perspective, as well as those of our stakeholders. ESG topics that were considered materially significant by both external stakeholders and our senior leadership, visible in the top right quadrant, were prioritised for target setting in our ESG strategy. We plan to review the materiality matrix every three years and update it where necessary to ensure our goals and targets align with industry expectations and our company's growth.

Optegra Materiality Matrix

● Governance ● Social ● Environment



Strategic Focus

In alignment with company strategic direction, we defined three core pillars to our ESG strategy: [Patient](#), [People](#), and [Planet](#), all of which are underpinned by a foundation of good [Governance](#). For each pillar, we have established our ambition and devised a set of Key Performance Indicators (KPIs) to measure our progress towards our short-term objectives in the four years following our ESG strategy development. This approach ensures that we maintain accountability and keep track of our achievements.

Since February of 2023, we have been a portfolio company of MidEuropa. Consequently, we aim to align our own ESG objectives with MidEuropa's ambitious ESG strategy for its portfolio. We have aligned our short-term ESG targets and objectives with MidEuropa's, to help safeguard and grow its

investment in our company through tangible value creation and strong ESG performance and reporting.

Developing ESG KPIs

In the first year of our ESG strategy, we plan to focus our efforts on a core selection of KPIs, which are outlined at the start of each section of the report, with additional secondary KPIs being introduced in 2025.

As we progressively roll out our first board-approved ESG strategy, we acknowledge that not all KPIs have been incorporated into every country market for this initial 2023 report. Measuring success will be an ongoing, evolving process. However, we are committed to expanding our reporting scope within the coming year and will aim to provide more comprehensive coverage in our 2024 report.

ESG Governance

We have developed a purpose-built governance structure (for more information see Governance section) to better manage aspects of the ESG strategy across the group. We have elected to govern these pillars at the group level and have identified a pillar representative in each of our country markets. This approach ensures the group-level strategy is implemented consistently throughout all markets where we operate, with progress against KPIs communicated efficiently whilst also allowing regional differences to be accounted for.

Our group Chief Technical Officer, Ola Spencer, has ultimate oversight of ESG activities at a Board level. Pillar owners ensure day-to-day progress against targets and regional representatives help deliver tangible progress in each country through the execution of policies, location-specific initiatives, and the monitoring of KPIs.



Optegra's Patient Ambition
 Outstanding clinical outcomes and patient experience

Patients

Introduction

At Optegra, our top priority is providing exceptional care and service. We focus on delivering outstanding clinical outcomes and enhancing patient experiences through efficiency, quality, and compassion. Our commitment ensures that everyone who walks through our doors is in the best place. We thrive on success and pride ourselves on our high success rate. This section of our report highlights our patient-first model, our goals, and our achievements over the past year.

Patient KPIs

As part of the ESG strategy, we have focused on a handful of KPIs we want to track across the group. Each KPI has been tailored to our organisation, with achievable short-term targets set for 2027. Our Patient KPIs are well reported in the UK as part of our NHS quality report, and we plan to extend these reporting mechanisms across the group over the next year.

Strategic Enablers for Patient KPIs

We recognise that our KPIs can only provide value if we take the appropriate strategic actions to ensure improvement in our numbers. The following actions have been identified by our Executive Committee as being strategic priorities in the area of patient experience:

- Automation of the patient experience to allow for more consistency, with feedback mechanisms ingrained
- Improved patient communication to drive enhanced NPS and PROM scores and capture learnings to drive potential improvements
- Clinical training and education to ensure the quality of care remains consistently high across geographies
- Facilitating an online patient forum to get better feedback on their journey and experience

Optegra's Patient KPIs

Primary KPI	Optegra KPI Definition	Short-Term Target (2027)	Current Performance in 2023		
			CZ	PL	UK
NPS Score Globally (%)	The Net Promoter Score (NPS) measures the number (%) of satisfied customers and the average degree of satisfaction for discharged patients 2–4 weeks post-surgery.	≥80%	N/A	90%	78%
PROM Score Globally (%)	Number (%) of patients completing the Patient Recorded Outcome Measures (PROMs) questionnaire indicating an improvement in visual function achieved post-operatively.	≥80%	N/A	N/A	82%
CatEyes 6/12 (%)	Number of eyes achieving 6/12 or better visual acuity post operatively divided by the number of treated eyes with post operative visual acuity data.	≥95%	N/A	97% ^[1]	94% ^[1]
PCR rates (%)	Number of eyes with recorded posterior capsular rupture (PCR) divided by the number of operated eyes expressed as a %.	≤0.3%	0.2%	0.2% ^[2]	0.3% ^[2]

[1] Benchmark 92% (NOD)

[2] Benchmark 0.87% (NOD)

N/A (Not Applicable) indicates relevant data has not been recorded for 2023—but we aim to report in future years.

Quality Care and Patient Experience

Optegra's commitment to patient care is reflected in our performance metrics. Our clinical outcomes consistently surpass industry benchmarks, reinforcing our position as a leader in eye care. From cataract surgeries to complex ophthalmic procedures, our patients benefit from outcomes that go beyond expectations. Our meticulous adherence to standardised clinical procedures ensures that each patient receives consistent, evidence-based care.

Optegra Core Values

Our core values describe how we behave in the workplace and towards our patients to ensure we can positively impact their quality of life as well as drive business success. These core values set the tone for our focus for clinical excellence in a safe and supportive environment for both our people and patients.



We are safe and patient safety is our top priority. It shapes the way we work and the decisions we make.



We are focused to achieve the best outcomes for our patients.



We move fast with a positive, can-do attitude so that we can achieve more and enable a fast response to our patients.



We are brave and feel empowered to find new ways to improve.



Patient Experience (Net Promoter Score (NPS))

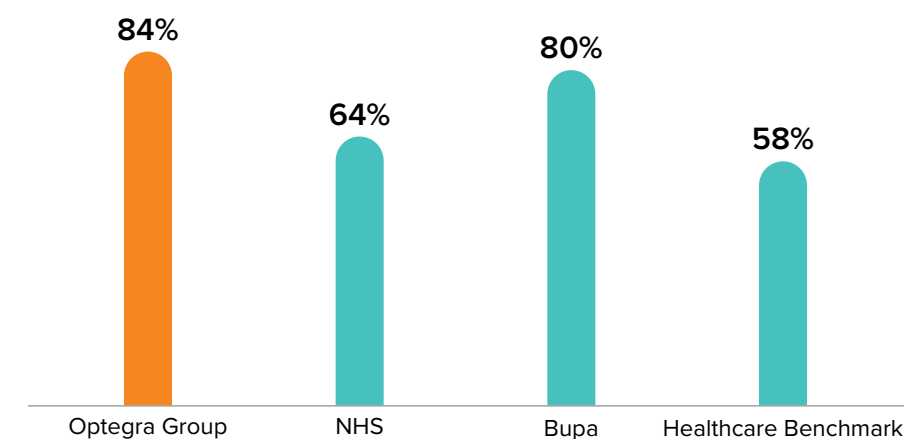
In 2023 we began conducting third-party Net Promoter Score (NPS) surveys in the UK and Poland and we aim to extend this across the group over the next 12 months. Subsequent analysis shows an average group score of 84% in 2023, which aligns with our long-term target of achieving ≥80% across each group location as part of our ESG strategy. This high score indicates a strong level

of patient satisfaction and loyalty, demonstrating the effectiveness of our patient-centric approach. Our response rate is also on the high end of the industry range (between 5 and 30%) at 22%. A key area of future focus will be maintaining these scores and response rates through the continued efforts of our clinical staff. We have started to collect anonymized patient feedback to identify areas for improvement. This feedback is invaluable in helping us understand our patients' needs and expectations, allowing us to continuously enhance our services.

In 2023, we made significant strides in enhancing patient experience by launching a patient portal. This platform allows patients to conveniently access appointment details, review Optegra correspondence, and provide feedback on their experiences. This initiative, coupled with a collaborative project with community optometrists, has streamlined patient-reported outcomes which ultimately benefit our patients.

The impact of these efforts is reflected in the positive feedback received from patients. Our first patient satisfaction survey had an impressive 13,794 respondents, the key takeaways from our survey can be found on the next page.

Optegra NPS Score Compared With Benchmark



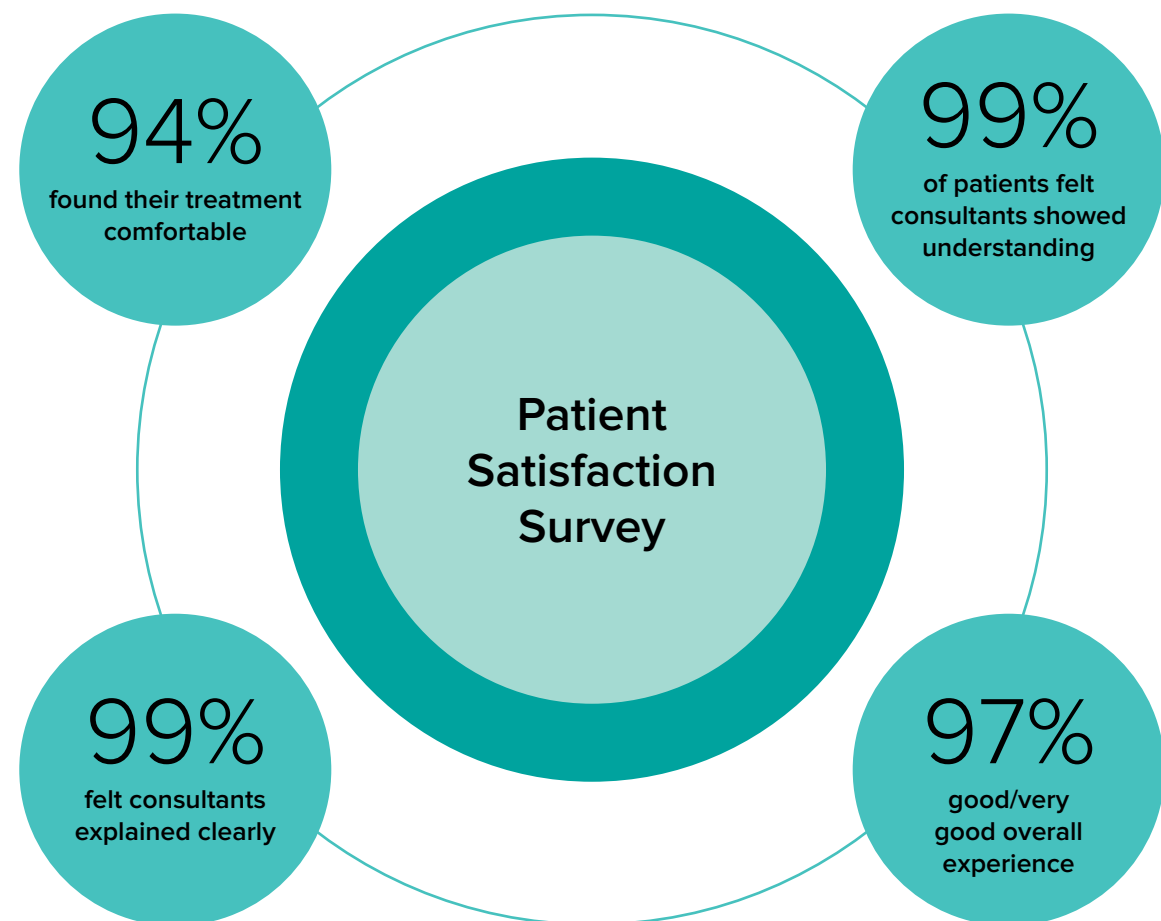
“Fantastic service from start to finish, thanks so much.”

“The service and patient care was excellent.”

“The appointment was made quickly and efficiently, and the results were remarkable.”

Our First Patient Satisfaction Highlights

These figures underscore Optegra’s commitment to patient satisfaction and the effectiveness of related initiatives. As we continue to embed our ESG strategy, patient satisfaction will remain a key focus in our sustainability efforts.



Case Study

Dr. Clare O’Donnell—Head of Optegra Eye Sciences

Clare, with over 20 years of clinical and academic experience, plays a pivotal role in supporting the Optegra group in managing clinical outcomes and associated data. Her expertise and innovative approach have been crucial in exploring new treatments.

Clare’s leadership has been key in the development of Optegra’s reputation in research and eye care services. Her contributions significantly enhance Optegra’s commitment to sustainable eye health care.



Clinical Outcomes (Cataract Surgery)

Our clinical outcomes data, a cornerstone of our standard of care, is meticulously captured in our Electronic Medical Record system, Open Eyes. This data is then submitted to the National Ophthalmology Database audit (NOD), serving as a benchmark for quality improvement.

By comparing our current results with our historical data and the data of other providers, we can identify and act on areas that may

need improvement. To further enhance our commitment to transparency and continuous improvement, we have developed bespoke clinical outcome reporting systems and outcomes dashboards. These tools allow us to effectively report clinical and patient-reported outcomes across various sites and procedures in a way that encourages discussion, collaboration and action.

Optegra Eye Sciences, our dedicated, not-for-profit research division, has also made significant strides in how outcomes data is

disseminated and interpreted throughout the business (see Optegra’s Clinical Outcomes KPIs in 2023 for sample of data captured for the UK). We prepare biweekly, monthly, and quarterly reports, which are thoroughly reviewed by our teams and our newly formed Clinical Outcomes Review Committee (CORC). This rigorous process ensures that we are always striving for excellence in our clinical outcomes, reflecting our unwavering commitment to providing the best possible care for our patients.

Optegra’s Clinical Outcome KPIs in 2023

Key Performance Metric	UK Clinical Outcome	CZ Clinical Outcome	PL Clinical Outcome	Benchmark
Number of cataract surgeries	51,102	24,575	2,582	—
% with no recorded operative complications	99.1%	99.7%	—	98.2% (NOD)
% of all eyes achieving 6/12 or better (best measured)	94%	95% ^[1]	97%	92% (NOD)
% of eyes achieving 6/6 or better (best measured)	52%	79% ^[1]	69%	46% (NOD)
% of eyes within +/- 1D of predicted post-operative refraction	93%	96% ^[1]	94%	85% (Gale et al 2009)
PCR rates	0.26%	0.22%	0.20%	0.87% (NOD)
Endophthalmitis rate	0.02%	0.00%	0.00%	0.02% (NOD, 2024)
Most common vision score achieved one year after treatment	75 letters	N/A	—	65 letters (NOD)
% of treated eyes could read 70 letters or more at one year	63%	N/A	—	39.1% (NOD)
% of patients had the initial phase of treatment completed within 10 weeks	87%	N/A	—	66% (NOD)

[1] 2023 Q4 data only as reporting has only recently begun.

Quality Meets Efficiency

Efficiency is at the heart of our practice, as emphasised by our focus on three key pathways (cataracts, AMD, and vision correction) and high levels of standardisation across our processes and procedures. Across our group, our streamlined approach allows our skilled

surgeons to perform up to 30 cataract surgeries daily, compared to the average of eight surgeries per day performed in the UK's NHS for instance. This streamlined approach allows Optegra patients to experience a remarkably short time to treatment—approximately 10 weeks from diagnosis to intervention, compared to 12 months in public facilities, without compromising quality.



UK and the NHS

We have published public quality reports in the UK since 2018 cementing our commitment to excellence in providing NHS procedures. In this report, we highlight key successes as well as challenges the organisation is facing, and the initiatives implemented to address these challenges. In 2022/23, there were 123 formal complaints, an increase from 83 in 2021. However, when considering our six-fold increase in patients treated over this period, the rate of complaints has decreased from 0.39% to 0.35% of overall patients treated. Nevertheless, we aim to reduce this number going forward based on the patient feedback mechanisms we have in place today.

Optegra's dedication to NHS patients is demonstrated by a six-fold increase in the number of patients treated compared to the year preceding the pandemic. As well as supporting the NHS to reduce the extensive ophthalmology waiting lists, we are dedicated to improving the vision, independence, and quality of life of both NHS and private patients.

30
cataract surgeries performed daily, compared to the average of around eight surgeries per day performed in the UK's NHS



Case Study

Knowledge Sharing

Optegra's commitment to knowledge sharing and collaboration is further proof of our dedication to advancing the field of ophthalmology. We consistently share our research findings and audits of our outcomes data with the wider professional and scientific community. Our work has been presented at international congresses, educational and industry meetings, including esteemed platforms such as The European Society of Cataract and Refractive Surgeons (ESCRS), United Kingdom and Ireland Society for Cataract and Refractive Surgeons (UKISCRS), British Society for Refractive Surgery (BSRS), and 100% Ophthalmology.

Optegra Eye Sciences continues to participate in research collaborations with industry and academic partners, fostering a culture of shared learning and innovation. A prime example is our latest grant collaboration with the University of Manchester. This exciting data science project is exploring how artificial intelligence can be used to support clinical decisions in cataract and refractive surgery, ultimately benefiting our patients.



Case Study

Care Quality Commission

At Optegra, we are proud that in 2023 all of our newly opened UK hospitals have received a 'Good' rating from the Care Quality Commission (CQC). This accolade highlights our unwavering commitment to high-quality eye care, exceptional safety standards, effective treatments, and outstanding patient experiences.



**Optegra's
People Ambition**
To be the best healthcare
provider to work for
and to work with

People

Introduction

For Optegra, 'people' means more than just our patients. Each person who steps through our doors each day, or is impacted by our community work, matters to us. People are fundamental to our operations, so they are a key part of our business and ESG strategy.

Our ambition is to be the best healthcare provider to work for and with, meaning our internal and external engagement initiatives are equally important to us. No matter what your involvement with Optegra, we want everyone to feel valued and welcomed. We aim to continue measuring our impact in this key strategic area and evolve our offerings to drive further improvements.

People KPIs

Through our 'People' focused KPIs, we look deeper into the satisfaction and wellbeing of our employees, alongside our wider impact in the communities and charities we support. The KPIs identified during our ESG strategy development can be found in the table below. Each KPI has been tailored to our organisation, with achievable short-term targets set for 2027. Many of our People KPIs will require additional questions to be incorporated into our employee surveys which we aim to incorporate in the coming year.

Optegra's People KPIs

Topic	Primary KPI	Optegra KPI Definition	Short-Term Target (2027)	Current Performance in 2023		
				CZ	PL	UK
Talent Attraction, Development, and Retention	Employee NPS (%)	The percentage of staff who would recommend Optegra as a place to work	≥80%	N/A	96%	88%
Health, Safety, and Wellbeing	Staff report feeling safe to raise concerns and issues (%)	The percentage of staff that feel safe to raise concerns/issues	≥95%	N/A	N/A	N/A
Organisational Culture and DEI	Staff feel respected and included (%)	The percentage of staff that feel respected and included	≥80%	N/A	65%	N/A

N/A (Not Applicable) indicates relevant data has not been recorded for 2023—but we aim to report in future years.

Strategic Enablers for People KPIs

Continual, strategic efforts are key to improving patient and employee satisfaction. The following actions outline the ways in which we are committing to enhancing our performance in these areas:

Talent Attraction, Development, and Retention Enablers

- Offer a market leading, competitive employment value proposition including: flexibility working conditions, an inclusive culture, leading employee benefits, and market leading staff training

- Provide line manager training across all seniority levels to ensure quality of management remains consistently high at all levels of the company
- Clearly define and communicate career development opportunities
- Conduct 360-degree employee reviews
- Reward staff service to the company

Organisational Culture and DEI Enablers

- Develop a group level set of core values that also reflect regional values
- Assign responsibility to business partners and HR partners to help maintain core values
- Regular stakeholder engagement, for example, townhalls between senior management and employees, and conversations with senior leadership during employee induction



The Importance of Shared Ambition

At Optegra we collaborate closely with local optometrists, fostering a robust network that enhances patient experience. By streamlining treatment offerings and expanding our reach, we empower patients and optometrists alike. Optegra's commitment to the UK's NHS is evident in the significant increase in the number of patients we have treated, even during challenging times. We're not just reducing waiting lists; we're improving lives.

As a growing business we are ambitious about achieving more—always with our people and our patients at the heart of everything we do. [Our Values](#) are the golden thread that runs through everything we do. They shape what we do and how we do it, what we look for in our people and what life feels like at Optegra.

Employee Survey

In the UK, efforts to better understand employee sentiment and gauge engagement have paid off. The 2023 results demonstrate our best performance since we began surveying colleagues in 2021. All key metrics have increased over the last 3 years.

We are immensely proud of our latest survey results and value our staff and the contribution they make every day at Optegra. We plan to maintain our investment in people by rolling out our employee survey across Czech Republic in 2024 with Slovakia to follow in the near future.

2023 Employee Survey Results (UK)

80%
of staff took part in the survey (an increase from 69% and 55% in 2022 and 2021 respectively)

88%
of staff recommended Optegra as a place to work (an increase from 82% and 77% in 2022 and 2021 respectively)

97%
of staff recommend Optegra's products and services (an increase from 96% and 94% in 2022 and 2021 respectively)

73%
of employees are engaged (an increase from 69% and 65% in 2022 and 2021 respectively)

2023 Employee Survey Results (Poland)

36%
of staff took part in the survey^[1] (when excluding doctors, physicians and nurses this number rises to 61%)

85%
of staff were satisfied with their work at Optegra

96%
of staff would recommend Optegra's services to their friends

[1] While we saw promising results in Poland for 2023, the level of engagement with the survey was not as high as we anticipated. The lower participation rate can be attributed to the fact that for a considerable proportion of staff, Optegra is not their primary employer. Moving forward, we are committed to enhancing participation rates. We aim to achieve this by emphasizing the significance of the survey and educating recipients how the insights gained from the report can bring about positive change for all employees, irrespective of their circumstances.

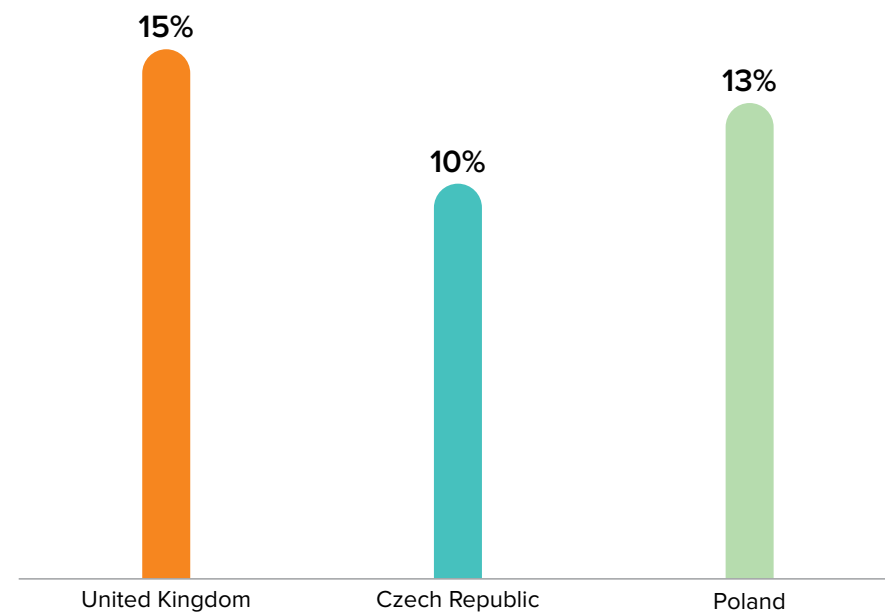


Clinical Turnover

In the challenging landscape of clinical practices, maintaining a consistent workforce is a complex task. Optegra's clinical turnover rates for 2023 were 15% in the

UK, 10% in the Czech Republic, and 13% in Poland. These figures are comparable to the turnover rate reported by the Care Quality Commission in the NHS of 13% in June 2022.

Clinical Turnover Rates in 2023, by Country



It is important to note that these rates reflect the pressures faced by healthcare professionals in today's demanding environment. A demanding workload combined with continuously evolving clinical standards and practices can contribute to staff turnover. However, these rates also indicate a dynamic workforce, with opportunities for new talent and fresh perspectives. While we strive for low turnover rates, we see it as equally important to understand that a certain level of turnover is inevitable and can be beneficial in bringing new ideas and practices. The challenge lies in managing these rates effectively to ensure continuity of care and service delivery, while also fostering a supportive and engaging work environment. Our commitment to clinical excellence through rigorous training and continued investment in our staff helps to provide the balance needed to make Optegra a sustainable clinical practice.

Staff Development

Staff development is central to the success of our organisation and the wider healthcare system. We are committed to training today's clinical professionals and actively invest in the doctors of tomorrow. In each country Optegra operates in, we have developed and refined market-leading clinical training programs and pathways which help to maintain our superior clinical outcomes and provide real social value to the societies we operate in.

Setting Up for Success

We have clearly defined career pathways that help our FTE (Full Time Equivalent) employees chart their professional development and track their performance against their personal goals. 'Setting Up for Success' is the Optegra way of supporting all new and existing employees in their roles, ensuring everyone has the skills, knowledge, and competencies to successfully perform their role, whilst knowing the appropriate next steps to continue developing. With the support of line managers, our colleagues undergo performance and development reviews so

that all our staff can realise their full potential. We have training courses covering Equality, Diversity & Human Rights, GDPR, Learning Disability Awareness and Stress in the workplace, with training undertaken by all staff once every three years. ESG training is a vital component of all our colleagues' professional development and demonstrates our commitment to good ESG governance. In addition, privacy and dignity training is undertaken three times a year by all clinical staff and all senior managers are trained in safeguarding practices.

Our customised Career Paths indicate clearly to each staff member, from day one onwards, the steps they should take to

progress in their chosen career. In order to accommodate changing business ambitions, we also factor in availability and requirement quotas, meaning that our approach to recruitment across all our pathways supports our strategic ambitions while avoiding the need for redundancies or surplus positions in the future.

We actively encourage all of our employees to continually review their desired employment journey and undertake the appropriate training and qualifications in support of that ambition.





The Lexum Academy

We have also been operating the Lexum Academy in the Czech Republic for 10 years. Managed and delivered by our Chief Medical Officer, Doc. Hlinomazova, the academy delivers seminars that focus on specific medical topics. These seminars are conducted either in person or virtually, via MS Teams, providing a flexible and accessible learning environment for our junior physicians. The Lexum Academy is more than just a training institution; it is a career development scheme designed to foster and deploy the next generation of young doctors. Each employee at the Academy has a personalised training and development plan, ensuring that their learning journey is tailored to their individual needs and career aspirations. Through the Lexum Academy, we are not only investing in the future of our employees but also contributing to the broader medical community by nurturing the healthcare leaders of tomorrow.

In line with our mission to consistently expand our capabilities and adapt to the latest developments in the field of ophthalmology, we actively participate in annual internal conferences focusing on the latest developments in the field. For instance, in March 2024, in Poland, we focused on the latest developments in the field of intraocular implants. These events provide an opportunity for our staff to learn, make valuable contacts, and exchange experiences with other industry professionals.

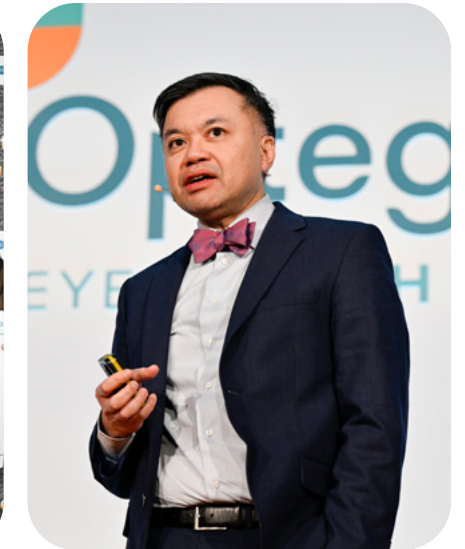
Education and Support in the UK

Education and support for staff are fundamental to our commitment to excellence in eye care. The Eye Sciences Team at Optegra develops a variety of accredited educational programmes for healthcare professionals, including technicians, nurses, optometrists, and doctors. These programmes, which include both face-to-face and interactive

online events, ensure that staff are equipped with the latest knowledge and skills in their respective fields.

At Optegra, we also offer six-month placement opportunities for trainee optometrists from the University of Manchester's prestigious Master's degree in Optometry Programme. This initiative not only provides valuable practical experience for the trainees but also serves as a talent pipeline for Optegra, with several trainees choosing to join Optegra upon completion of their course.

Each year, our specialist optometrist advisory panel holds an away day at Aston University. This event allows optometrists to discuss key topics, explore new ways of working, and learn about the latest research in ophthalmology. It also provides an opportunity to review clinical and patient-reported outcomes data, ensuring that Optegra, as a business, is well-positioned to translate emerging technologies and research findings into patient benefits.



Optegra recently held a Professional Development Day for all our Healthcare Technicians. The event featured lectures and workshops on a range of subjects, including ocular anatomy and disease, treatment options, and various diagnostic techniques such as Optical Coherence Tomography (OCT), topography, tonometry, and biometry. A key benefit of this event was the opportunity for attendees to interact with peers, multidisciplinary colleagues, and industry experts, fostering a culture of continuous learning and collaboration.

In the UK, over the last 12 months, we have delivered numerous face-to-face educational events and monthly webinars, resulting in more than 2,000 in-person attendee episodes and over 6,000 webinar attendee episodes. These webinars, which typically attract hundreds of attendees, have covered a wide range of topics including glaucoma, myopia management, autism and eye healthcare, cataract surgery, emergency eyecare, and referrals. The speakers for these events include academics, doctors, and internationally renowned experts in their fields, ensuring high-quality and relevant content.

Everyone at Optegra places a high value on feedback, reviewing it after each Continuing Professional Development (CPD) event to ensure that the programmes remain tailored to and appropriate for our audiences. This commitment to continuous improvement is also evident in the innovative engagement approaches adopted by the organization. For instance, we have launched an online CPD hub for healthcare practitioners to access details about up and coming activities, and new regional CPD events have been introduced to meet the needs of individuals or larger groups of practices.

Employee Safety

At Optegra, the safety of our staff and patients is our top priority. We have implemented a comprehensive range of measures to ensure a safe working environment and instil confidence in our staff, empowering them to perform their duties effectively and safely. Our commitment to safety is reflected in our achievement of zero days lost to injury in 2023.

Employee Safety Performance

Current Safety Performance	United Kingdom	Poland	Czech Republic
Days lost to injuries	0	0	0
Employee absence rates	2.0%	3.8%	3–8%

At Optegra, we understand that safety extends beyond physical safety. We recognise the importance of emotional wellbeing, particularly for those on the clinical front line. This is why we have established a network of trained mental health first aiders across all our practices. Additionally, we have provided safeguarding training to our senior leadership and clinical management staff, further strengthening our commitment to the holistic safety of our team.



Organisational Culture

Our organisational culture is deeply rooted in the principles of sustainability, innovation, and collaboration. We believe that every action we take today has an impact on our tomorrow. This understanding shapes our approach to healthcare, driving us to develop sustainable practices that not only benefit our people and patients but also contribute positively to our environment. Our culture encourages open dialogue and active engagement with all our stakeholders, both internal and external. Our people strive to deliver best-in-class patient services and outcomes and contribute to a community committed to making a difference in the world.

Our Interconnected Approach to DEI and Wellbeing

Optegra is committed to delivering inclusive health services for all in a dignified and respectful manner. We recognise that all patients, colleagues, and members of the public are individuals. As an organisation, we endeavour to ensure an inclusive culture where everyone can bring their whole selves to work within an organisation which robustly promotes a zero tolerance to discrimination of any kind.

Our BeYou Initiative—Raising the Profile of DEI

When BeYou@Optegra was founded by Kathryn Bryant—our Business Development Director—in 2021, we began our mission to foster a truly inclusive workplace. From celebrating the unique communities that make Optegra a People business to raising awareness of differences among employees, the 15-strong forum had buy-in from Peter Byloos our CEO, and the whole executive team.



BeYou@Optegra aims to raise awareness and celebrate individuality, diversity, and inclusion. With a focus on connecting through shared experiences, resources, and ideas, BeYou offers a safe space to support colleagues from diverse backgrounds. Under the six focus areas of culture, women, LGBTQ+, wellbeing, disabilities, and families the core team hosts a range of activities and collates a wealth of resources and information available to all employees.

Each year, our BeYou team create a centralised celebration calendar, highlighting events celebrating different religions and cultures such as Ramadan and Pride, and awareness initiatives like Stress Awareness Month and National Inclusion Week, to ensure that all Optegra staff have equal opportunity to get involved and celebrate. As part of our Mental Health Week 2023 schedule, we ran a BeYou After Hours: Mindfulness Session, encouraging employees to take note of their mental wellbeing, and practice mindfulness to promote a more open workspace. True inclusion and belonging comes when everyone makes the effort, so we are proud of our internal involvement.

DEI Performance in the UK

Current DEI Performance	United Kingdom
Proportion of staff from BAME groups (%)	28%
Proportion of staff who have self-reported their ethnicity (%)	98%

The information contained within DEI Performance in the UK was collected as part of our commitment to the UK Workforce Race Equality Standards (WRES), an annual data collection exercise which highlights the experiences of Black, Asian, and Minority Ethnic (BAME) colleagues compared to their white counterparts within an organisation. Further information of WRES can be found in our Code of Conduct section on [page 44](#). Legislative restrictions in some other markets, including Czech Republic, have resulted in us not being able to track diversity metrics across all markets.



Community Engagement

People are central to Optegra's business, and our commitment to the people we serve extends beyond our patients to the communities we operate in. Our community involvement includes the support of several charities aligned with our mission of improving vision and quality of life such as Guide Dogs for the Blind in the UK.

We also provide financial support and promotion for Bílá pastelka, a public collection organised by SONS, an association for Czech

blind people. We also support blind masseurs from SONS too, who provide massage services for our employees. Additionally, our Czech employees participate in charity Night runs organised by Světluška, a long-term project of the Czech Radio Endowment Fund that helps visually impaired and blinded people.

On World Health Day 2024, we collaborated with Wyższa Szkoła Inżynierii i Zdrowia and the Ochota District Office of the City of Warsaw, Poland. This involved organizing various attractions for local residents, including a diagnostic booth hosted by

Optegra Ophthalmology Clinic in Warsaw. Our optometrists offered basic eye examinations and discussions on modern vision correction methods, thereby promoting community health awareness.

These initiatives reflect our commitment to making a positive impact on the communities we serve as we understand that our responsibility extends beyond providing exceptional eye health care services and contributing to the wellbeing of our communities. As we move forward, we continue to seek opportunities to give back and make a difference.



Optegra's Planet Ambition
Contributing to a sustainable world

Planet

Introduction

The optometry industry has an inherent impact on the planet. From reducing surgical waste, to mitigating the impact of used contact lenses, to minimising emissions from patients travelling to appointments—there is much we can do to curb the effects of our operations on the environment around us. To operate a longstanding, sustainable business, we must be part of the solution towards a viable, sustainable planet.

Planet KPIs

As we continue to implement our ESG strategy, measuring progress against our environmental targets will be key. The Planet KPIs identified during our ESG strategy development can be found in the table below. Each KPI has been tailored to our organisation, with achievable short-term targets set for 2027. A large focus of our environmental strategy in the short term will be establishing a solid baseline of GHG emissions data across the group. We plan to use 2023 as our base year by which to set meaningful GHG intensity targets against (See [page 35](#) for more information).

Optegra's Planet KPIs

Topic	Primary KPI	Optegra KPI Definition	Short-Term Target (2027)	Current Performance in 2023		
				CZ	PL	UK
Climate Change and Energy Management	Achieve GHG emission reductions in line with a validated science-based carbon reduction target (Yes/No)	Optegra to agree a baseline year for emissions and identify decarbonisation levers by 2027.	Not quantitative	Work in progress		
	Scope 1, 2 and 3 emissions baselines (Yes/No)	By 2027, have completed a baseline assessment of direct emissions due to owned, controlled sources accounted for using the GHG Protocol. Indirect emissions due to purchase of electricity, heat, steam etc accounted for using the GHG Protocol. All other indirect emissions accounted for using the GHG Protocol.	Not quantitative	N/A	N/A	Scope 1 and 2
	Percentage of electricity from renewable sources	Electricity procured from a renewable energy tariff, green energy contract, or on-site renewables (e.g. solar PVs). Weighted average energy consumption and/or production from non-renewable sources as a percentage of total energy use and/or generation.	100%	N/A	N/A	N/A
Waste Management and Circularity	Reduction in volume of waste to landfill (non-recycled) per unit of revenue from a [2023] baseline (%)	Tonnes of waste sent to landfill as a function of revenue in millions.	≥25%	Work in progress—a Q2 2024 priority		

N/A (Not Applicable) indicates relevant data has not been recorded for 2023—but we aim to report in future years.

Strategic Enablers for Planet KPIs

We aim to support all areas of our business in our mission to do better for the environment. Through the following initiatives, we will promote more environmentally friendly practices and provide operational support:

Climate Change and Energy Management Enablers

- Devise a renewable energy procurement policy to allow for a transition to renewable electricity. In geographies where renewable energy tariffs are not available, we will consider RECs (Renewable Energy Certificates) or similar mechanisms.

- Extend Optegra's ESG guidance relating to UK clinic selection to all countries in the form of a New Building Policy. We will aim to future proof new buildings by considering the electrification of Heating, Ventilation, and Air Conditioning systems and the use of materials to limit environmental and social impacts.

- Increase the productivity of surgical theatres so as many operations are achieved within an operating period as safely possible, helping to further reduce energy use per patient treated.

Waste Management and Circularity

- Ensure the use of medical assets is as efficient as possible and consider reducing the variety of surgical instruments (See [page 37](#) for more information).



Climate Change and Energy Management

From energy consumption to waste management, we strive to operate sustainable facilities. We use state-of-the-art technologies in our hospitals, not only for superior patient care but also to minimise our environmental footprint. We invest in ophthalmic equipment and training, ensuring that our practices align with environmental best practices.

GHG Emissions

In the UK, we have been actively tackling our direct emissions (Scope 1 and 2) for four years (see Optegra UK's GHG Emissions by Scope Type for our 2020–2023 figures). In 2024 we will work with a third-party consultancy, to expand our emissions baseline data across the group and develop a targeted decarbonisation strategy, including identifying specific levers able to drive performance improvement.

Our ultimate ambition is to create a solid baseline of emissions data across Optegra's network of 92 sites which can inform our decarbonisation strategy. This will culminate in near-term and net zero GHG intensity targets validated and endorsed by the Science Based Target initiative (SBTi). As a rapidly expanding company, our initial targets will likely be emissions intensity reduction targets. We hope to have these targets in place by 2027, if not before and look forward to being able to provide updates on progress in subsequent reports.

Over the last three years, we are pleased to report our carbon emissions in the UK have been following a downward trajectory as demonstrated in Optegra UK's GHG Emissions by Scope Type. Our move towards more efficient electric heating and cooling systems in our facilities has positively impacted our Scope 1 emissions. We have begun measuring our Scope 3 emissions but hope to improve the quality of these figures and expand to all material Scope 3 categories following our upcoming GHG workstream.

Optegra UK's GHG Emissions by Scope Type

Current GHG Emissions Performance	1st July 2020–31st Dec 2021 ^[1]	FY 2022	FY 2023
Scope 1 Emissions (tCO ₂ e)	317	237	156
Scope 2 Emissions (tCO ₂ e)	887	461	518
Scope 3 Emissions (tCO ₂ e) ^[2]	N/A	N/A	97
Total Emissions (tCO ₂ e)	1,204	698	771
Carbon Intensity (tCO ₂ e / £1m turnover)	18	10	8.3

[1] N.B. this period represents 18 months rather than 12 months for 2022 and 2023

[2] Scope 3 emissions in the UK represent business travel only.

Case Study

More Energy Efficient Buildings

Optegra is a growing business, whether through direct investment in new and innovative hospitals or through the acquisition of market-leading clinical practices. A key consideration for Optegra's growth strategy is the sustainability of our buildings and the associated infrastructure.

In the UK, all new hospitals are built under the Considerate Constructors Scheme using materials sourced from sustainable suppliers. All our UK hospitals make use of energy-efficient technologies such as LED and movement sensors to reduce our direct impact. We have also transitioned the air handling systems in our Hampshire and Yorkshire theatres to more energy-efficient units and plan to do the same in Manchester in July of 2024. Notably, of the 11 UK sites opened since 2021, all have achieved impressive EPC ratings of B. We manage and track the ESG performance data of our facilities centrally at the group level.

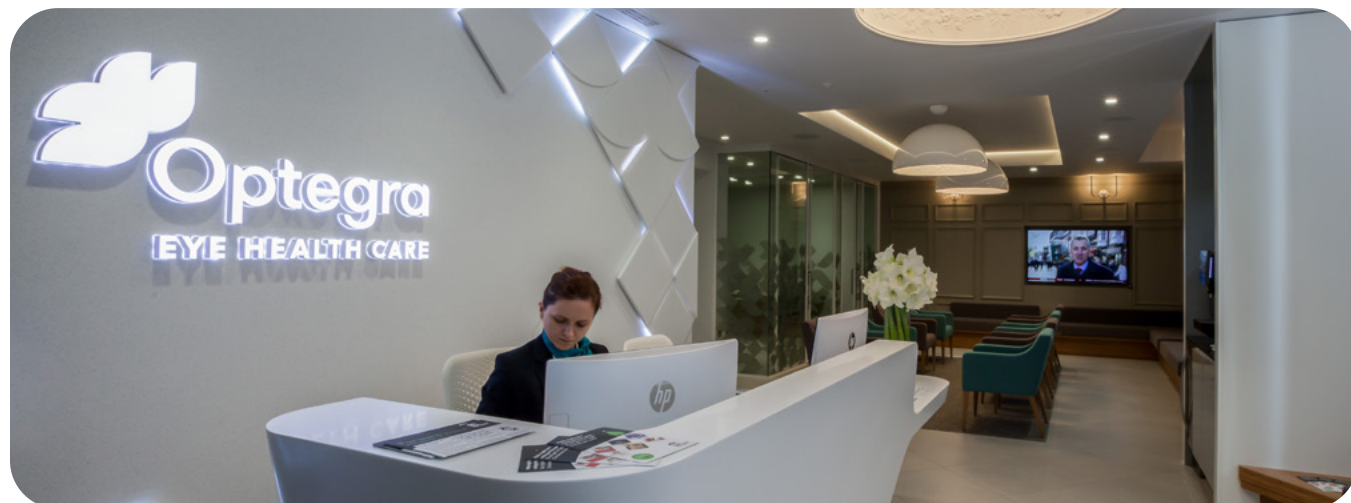
In Poland, out of our current 11 clinics, five are BRAK certified, four have achieved a LEED Gold standard and two have BREEAM status—one of which is rated as excellent. We strive to run sustainable facilities wherever possible and will continue to look for opportunities to attain such certification for all our new buildings. Whilst we have not set a target within our ESG strategy for sustainable building certification, aligning our ambitions to sustainable building criteria will support our broader environmental targets.



Case Study

UK Decarbonisation Targets

As part of our country specific efforts, we have committed to align with the UK's NHS ambitious 2040 net-zero target for direct emissions (Scope 1 and 2) and 2045 target for indirect emission (Scope 3). In addition, we have signed a commitment with the Independent Healthcare Providers Network (IHPN) to achieve net zero emissions across the industry. As part of this IHPN commitment, we aim to eliminate emissions within Scope 1 and 2 by 2035, and by 2045, we will extend this commitment to our supply chain (Scope 3).



Waste Management

Optegra Poland has diligently tracked and managed waste since 2019 and from 2023 in the Czech Republic (see Waste Performance for more information). We are committed to achieving consistency in waste data recording across the entire group, that's why, in 2024, we plan to set a baseline of waste data in the UK. Our goal is to establish robust systems that enable accurate measurement, informed decision-making, and sustainable practices.

Waste Performance

Current Waste Performance	United Kingdom	Poland	Czech Republic
General Waste (tonnes)	N/A	78.5	44.0
Hazardous/Clinical Waste (tonnes)	N/A	17.7	44.0

Case Study

Johnson & Johnson—Understanding the Benefits of Reusable Surgical Tools

As part of an industry inherently associated with waste, we at Optegra and our partners at Johnson & Johnson have acknowledged the pressing need to develop sustainable, reusable surgical tools. This is within the context of the UK's NHS striving to be the first net-zero health service by 2040. As a key partner in the NHS's supply chain, we are committed to contributing to this goal.

Johnson & Johnson identified an opportunity to reduce the volume of single-use preloaded Intra Ocular Lens shipped and stored. This insight led to the experimental production of a reusable 'SmartLOAD' solution, which not only minimises the space needed for shipping and storage but also contributes to reducing waste generated during surgery. The SmartLOAD is built from medical-grade titanium which can be reused indefinitely, and at the end of its life, can be recycled.

Once fully implemented in 2024, this innovation will result in a significant reduction in daily delivery size, from two boxes to just one, preventing approximately 150kg of cardboard waste. Furthermore, the compact product design enhances storage efficiency by 20%, causing minimal disruption to existing workflows and delivery schedules. This case study exemplifies our commitment to environmental sustainability and efficient resource management.



Case Study

Reducing Our Paper Use

'Going paperless' is a popular strategy for reducing environmental impact. Our IT Team, through the planned expansion of our Open Eyes software, will facilitate a complete digitisation of clinical services and applications. The team is a shining example of operationalising sustainable thinking, and the planning they have put in place will improve our environmental footprint for years to come. We are also reducing our use of paper via our Electronic Health Records initiative (see [page 42](#) for more information).



**Optegra's
Governance Ambition**
Responsible
and transparent
business conduct

Governance

Introduction

Positive sustainable impacts come from responsible, transparent business practices. Optegra is committed to ensuring our internal operations reflect our outward goals, from Board level through to our entire value chain. Optegra's Governance strategic pillar underpins our work in all other areas. With the correct procedures in place and a dedicated team, we can run a fair, responsible, and sustainable business.

Governance KPIs

Optegra is dedicated to fair and responsible governance and will continue to govern our operations efficiently, prioritising patient experience and operational success. The governance KPIs identified during our ESG strategy aim to optimise our performance in this area and can be found in the table below. Our primary governance KPIs include a focus on our supply chain and consolidated ESG reporting, which includes this and subsequent sustainability reports.

Optegra's Governance KPIs

Topic	Primary KPI	Optegra KPI Definition	Current Performance in 2023		
			CZ	PL	UK
Supply Chain Resilience	By 2027, all new supplier contracts have Optegra's Supplier Code of Conduct included in annex (Yes/No)	Our Supplier Code of Conduct to be an automatic inclusion in all new supplier contracts to ensure cohesion.	Work in progress		
ESG Governance and Reporting	Annual sustainability report in line with recognised international reporting frameworks by 2027 latest (Yes/No)	Communicate our ESG and sustainability practices to the entirety of the business and our stakeholders to encourage celebration and cohesion.	We proudly present this ESG report for our 2023 performance and aim to release subsequent reports yearly going forward.		

N/A (Not Applicable) indicates relevant data has not been recorded for 2023—but we aim to report in future years.

Strategic Enablers for Governance KPIs

As with the other pillars, we have identified several initiatives, or enablers, aimed at enhancing our Governance performance:

ESG Governance and Reporting Enablers

- Integrate ESG strategy topics into the main Board agenda so initiatives can be effectively integrated into the business plan and KPI progress can be managed at the appropriate level within the organisation
- Consider integrating ESG governance into our certified governance, risk, and compliance framework

Technology and Innovation Enablers

- Ensure there is appropriate in-house technical capabilities to implement new technologies. This will include assigning ownership of the technologies and innovations to ensure successful implementation

Patient Privacy and Electronic Health Records Enablers

- Drive further automation of the patient experience, as this will further reduce risk of data breaches

Supply Chain Resilience

Supply Chain Governance

Our internal and supply chain governance framework adheres to the highest standards. Our consultant ophthalmic surgeons lead the way. Their expertise, combined with highly trained clinical teams, ensures efficient and compassionate care. We maintain transparency, accountability, and ethical conduct, reinforcing trust with our patients, investors, and partners.

Supply Chain Engagement

We manage our tier 1 supply chain partners, such as Johnson & Johnson and Zeiss, at the group level using our group-wide supplier code of conduct. A key component of our ESG strategy was to ask all our suppliers to sign this code of conduct prior to working with us. We have successfully implemented this change and require all suppliers to sign the code of conduct prior to onboarding onto our AP system.

We believe in the power of collaboration and actively engage with our suppliers to drive innovation. Our partnership with Johnson & Johnson on the SmartLOAD solution due to be fully implemented in 2024 is a testament to this approach (see [page 37](#) for more information). The development of this reusable surgical tool was not a solitary endeavour but a true partnership, fuelled by data provided by us at Optegra. This initiative underscores our commitment to fostering strong supplier relationships and harnessing these partnerships to deliver innovative, sustainable solutions in healthcare.



Technology and Innovation

Technology and innovation represent a key driver for our success, helping us maintain pace with a continually evolving healthcare sector. We are committed to continuous investing in this area to improve our services, enhance patient care, and maintain the highest standards of data security.

An example of this commitment to patient-centric innovation is in the UK where we have made significant strides in the treatment of Dry Age-Related Macular Degeneration (AMD) using innovative light therapy treatment for Dry AMD. Additionally, the incorporation of VlsuMax800 laser machines in the UK enables us to seamlessly integrate laser treatments into our Digital Ecosystem. This advancement not only enhances our treatment capabilities but also facilitates a completely paperless journey for our patients.

Data Security

We have established an internal Security Operations Center (SOC) to maintain a minimum 60% security score based on Microsoft monitoring system. Our cybersecurity measures include the implementation of an EDR system, the SEIM Microsoft Sentinel system, and SOC monitoring in each country, provided by the 3rd party. As of March 28, 2024, our security score stands at 71.92%, exceeding our initial goal of at least 60%.

In 2023 Optegra Poland received a grant from the National Health Fund to improve the cybersecurity of our medical facilities. The application process involved us preparing surveys across our Krakow, Poznań, and Wrocław location, the signing contracts with the National Health Fund, and implementing a cybersecurity initiative. We received full funding, totalling an impressive PLN 433,457. We have also secured an agreement to finance further cybersecurity enhancements for our IT systems using funds from the COVID-19 Counteracting Fund.

We are investing heavily in innovative technology, with a focus on improving the experiences of our people and patients. In 2024, we are investing £2.5m in improving our work environment and £10m across six new UK locations. We are also prioritising increasing patient use of the Optegra patient portal. These plans will help us increase surgeries from 12,000 to 18,000 across all sites and welcome 100 new team members to the Optegra family.



Investing in a Technology Ecosystem

At the heart of our continued innovation is our dedicated IT Team, who continue to investigate new technologies and refresh our existing processes to optimise our operations and efficiency. Some of these investment areas are listed to the right.

This year, they have specifically focused on improving reporting, auditing, and data protection processes. Several new initiatives are set to launch in early 2024, such as Electronic Data Protection Audits, a new external IT Service Desk for streamlined IT support, and our paperless Open Eyes Refractive Module (see [page 37](#) for more information).



AI at Optegra

Artificial Intelligence programmes have taken the global market by storm, with healthcare providers also embracing this innovative technology. AI and robots that support, diagnose and treat people are already in homes, workplaces, and clinical environments all over the world, with the market expected to grow rapidly.

Optegra is proud to announce that in 2024, we will become the first independent healthcare provider to launch AI power solution for the pre-operative assessment of NHS patients. By integrating automated, intelligent software into our processes, it frees up our team to prioritise those patients who need personal advice and interaction. When patients call or log on, they will be asked a series of automated questions which will lead to them booking their first appointment in their local hospital or clinic.

If they would prefer to speak to the Customer Engagement Centre team, they can do so.

We are also excited to introduce the use of AI to deliver the first post-operative eye assessment for NHS cataract patients, with trials due to launch in a number of sites in 2024. Optegra is keen to remain at the forefront of ophthalmology innovation, and embracing new technologies will allow us to continue providing the best care possible for our patients and staff.

Patient Privacy and Electronic Health Records

Patient Privacy and Policy

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 diagnosis and treatment. This policy covers the maintenance and circulation of patient data, ensuring employees understand their key responsibilities in the areas of confidentiality, completeness, and accuracy. These responsibilities are assigned to registration staff, optometrists, nursing staff, and physicians.

Our Personal Data Protection Policy was developed and implemented to ensure compliance with UK and European data protection laws, including Regulation (EU) 2016/679 and the Act of May 10, 2018. This policy is applicable to all Data Controller employees processing personal data in their official capacities, as well as authorised personnel accessing personal data. It requires individuals to adhere to specified data security procedures and emphasises the resolution of issues in favour of maximising personal data protection.

Electronic Health Records

As well as enhancing our data privacy governance for our patients, electronic health records allow us to reduce our environmental impact through digital transformation. In 2021, 1.1 million sheets of A4 paper were used, and 42 tonnes of paper files were in storage in 2022, which equates to 500 hours per week spent processing paperwork. As part of our Future Vision Initiative, the UK has transitioned to a paperless system, and there are plans to roll this out to the whole group by 2027. This initiative not only reduces our environmental footprint but also streamlines our operations and enhances the security of our patients' data.



Ethics & Compliance

At Optegra, we are committed to maintaining the highest standards of ethics and compliance across all our operations. Our group-level business ethics policies encompass labour practice and human rights compliance, as well as mechanisms to ensure adherence to the United Nations Global Compact (UNGC). We take compliance seriously and regularly audit our processes and procedures internally as part of our ISO certification processes.

ISO Certification

In 2023, we achieved ISO 9001 (quality management systems) and 27001 (information security management systems (including HR, GDPR, and IT)) certification at seven sites in Poland, including our Head Office in Warsaw. We are currently applying to extend this certification across our remaining facilities in 2024. These certifications reflect our commitment to enhancing the quality and safety of care we provide. We ensure ongoing development and compliance with ISO certification standards through regular staff training. We are also initiating efforts to introduce ISO 14001 (environmental management) at Optegra Poland Clinics in the second half of 2024.

Code of Ethical Conduct

Our commitment to ethical behaviour is embodied by our Values which guide the way we behave at work and contribute to a positive outlook and reputation (see page 20 for more information). Our Code of Ethical Conduct serves as a declaration by Optegra group, emphasising integrity and high ethical standards across our business operations to help maintain our excellent reputation among stakeholders. It sets minimum behaviour standards for employees and associates, while highlighting potential consequences of non-compliance.

We pledge adherence to all laws relating to corruption, with zero tolerance for bribery and corrupt acts towards public officials, private entities, and their immediate family members, as outlined in our Anti-Corruption Guidelines. We also have guidelines relating to the offering and accepting of gifts or invitations to entertainment events, further helping to promote honesty and openness in business conduct.

We are committed to continuous improvement in these areas and to fostering a culture of integrity and respect throughout our organisation.



Equality, Diversity, & Inclusion Standards

As part of our pledge to ethical conduct, we undertake regular equality analysis in the form of Equality Impact Assessments (EIAs). The EIA process focuses our efforts on how to take account of people's inherent needs in the workplace. 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.

Workforce Race Equality Standards (WRES)

The UK Workforce Race Equality Standard (WRES) is an annual data collection exercise which highlights the experiences of Black, Asian, and Minority Ethnic (BAME) colleagues compared to their white counterparts within an organisation. The standard is a requirement for all NHS health care providers through the NHS standard contract.

The WRES requires organisations to demonstrate progress against nine metrics specifically focused on race equality and suggests actions to address the disparities identified. Across these nine metrics, we are proud to report positive measures against seven of them, including Black and Minority Ethnic (BAME) representation on our board, and ethnicity breakdowns within each salary band, with planned actions to collect data against the remaining two indicators.



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