

Our annual review

2025 | 2026



Specsavers

WHY



To change lives
through
better sight
and
hearing



ARE



HERE

Contents

Our purpose 4-5

Our growth 6-9

Our people 10-27

Our customers 28-47

Sustainably making a difference 48-57

Looking forward 58-59

Specsavers Executive Board 60-65



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Our purpose

Reflecting on another year of world-class care

We knew our ruby anniversary year in 2024 would be some act to follow - there were an incredible number of milestones and achievements brought to life in our 2024/25 Annual Review, as we celebrated four decades of Specsavers. And we're delighted to say that our teams have done it yet again, as we've got even more successes to share with you this time around.

To name just a few...

We continued to see amazing Great Place To Work results, being named the 12th Best Workplace™ in the world (up four places since 2024), and the eighth Best Company to Work For™ in Europe for the second year in a row.

We opened our milestone 350th hearcare business (including domiciliary audiology) in Retford, UK, with a stellar team of partners bringing more than seven decades of Specsavers experience.

Our ophthalmology business, Newmedica, carried out almost 350,000 consultations and surgeries, with 99% of patients saying that they would recommend their services.

We partnered with Loblaw, a leading multi-brand grocery retailer, to open 111 new locations inside their stores across Canada - bringing us to more than 270 Specsavers stores coast to coast.



In Australia and New Zealand, we saw a transformational shift in treatments and care for dry eyes, with the introduction of innovative new light therapies.

We achieved a landmark €50m+ in audiology sales in the Netherlands, and continued our valuable work in highlighting the mental health impacts of hearing loss.

And, most importantly, our 50,000 partners, clinicians, store teams, support office colleagues and manufacturing and distribution teams collectively served more customers and patients globally than ever before - providing world-class care, products and services to genuinely change lives.

It'd be easy to get wrapped up in these numbers - they're certainly on an extraordinary scale. However, we like to focus on the meanings behind them - how our partners and colleagues come together every day to make a difference in their communities, and the ways in which people benefit from their unrivalled level of care and support.

We're immensely proud of everything our people have achieved, and are privileged to share some of their collective highlights in this review:

Continuing our path of **ambitious global growth**, while building an evolution of our customer journey to create care that's easier, faster and more personal.

Ensuring **our people** feel welcome, valued, and proud to belong, while being supported to build the skills and capabilities they'll need to continue to succeed in our rapidly changing world.

Delivering the highest-quality products and services at best-value prices for **our customers**, to ensure our offer remains affordable and accessible to all.

And doing all this in a **sustainable way**, so that our impacts on our people, communities and planet are positive ones.

Thank you to all our colleagues once again - our partners, store, manufacturing and support teams, from across the Specsavers globe - for your exceptional hard work and commitment. None of this would have been possible without you.



Doug Perkins CBE
Chairman and Founder



Dame Mary Perkins
Founder

Our growth

Figures as at the end of February 2026

Group revenue

£4.54 billion

Growth on 2024/25

8.9%

Growth by category

Optics	8.3%
Audiology	14.4%
Ophthalmology	10.6%

Growth by region

UK/Ireland	9.4%
Northern Europe	5.1%
ANZ	7.1%
North America	34.9%

Our facts and figures


2,987 optical, audiology, domiciliary and ophthalmology businesses




50 million customers worldwide




46,792 colleagues




653 million contact lenses sold



26 million frames sold



5,820 Partners



3 million customer feedback responses across our businesses



843,000+ hearing aids sold



126,500+ ophthalmic procedures performed via Newmedica



2 million visitors to our website every week



Our businesses

Key:

Optical

Audiology

Domiciliary

Newmedica

UK **941** | **299** | **70**

23 (services across 41 locations)

Ireland **66** | **28**

Norway **84**

Finland **52**

Sweden **121**

Denmark **80**

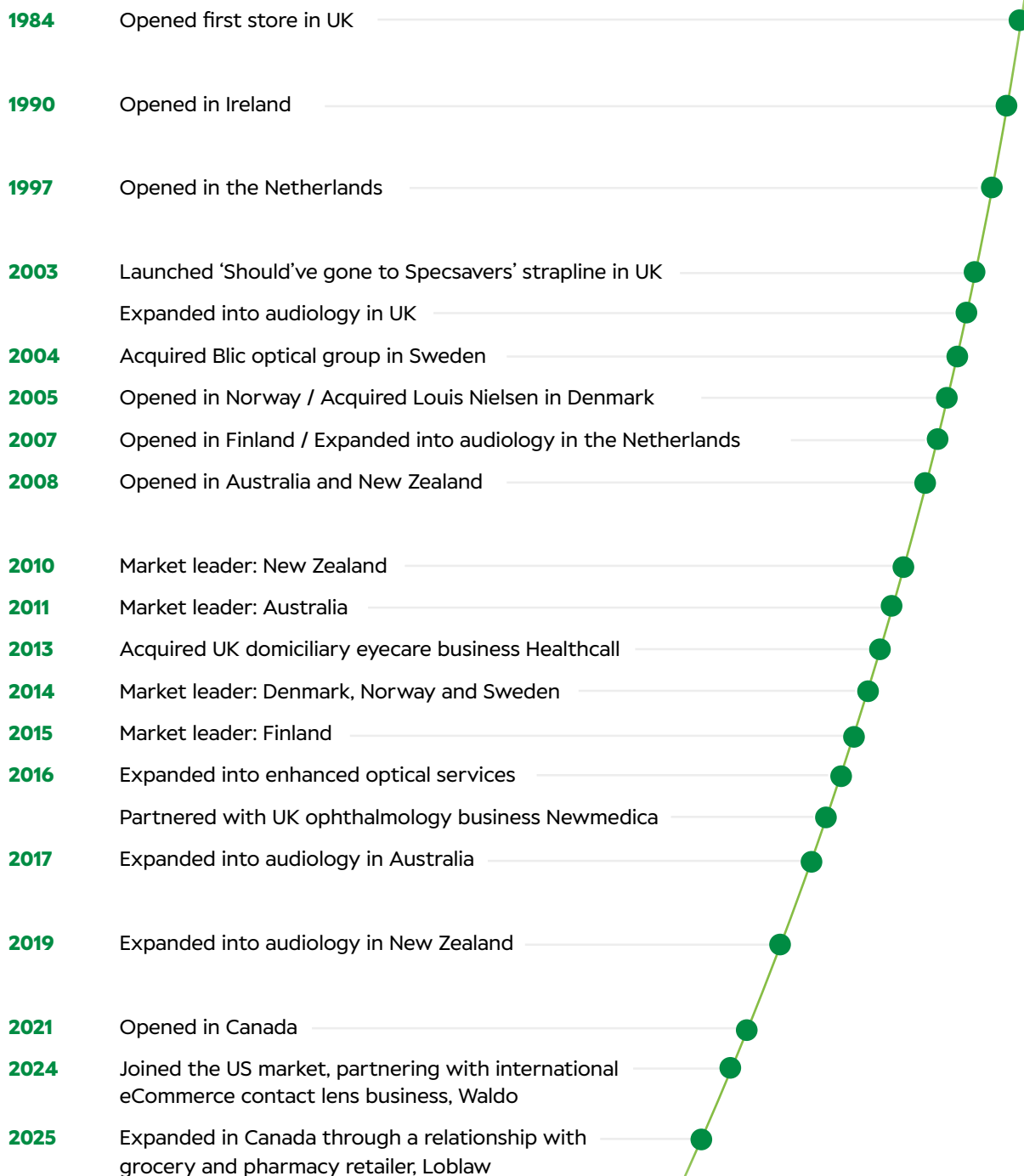
Netherlands **143** | **141**

Australia **396** | **183**

New Zealand **61** | **28**

Canada **271**

Our story so far



Our people

Being the place we are all proud to belong

Each of our people - no matter their role, background, skills or experience - has a part to play in achieving our purpose of changing lives through better sight and hearing. Championing this is hugely important to us, across everything we do, as we inspire and empower our 50,000-strong global family to be at their very best.

Our success comes from the way we treat each other, live our values, and work together to make Specsavers somewhere everyone feels welcome. Genuine care and inclusion, and personal and professional growth, are at the heart of this ethos - ensuring that our people have the resources and capabilities they need to thrive not only today, but in the ever-changing world of tomorrow.



Creating a great place to work



We're proud of our long-standing collaboration with Great Place To Work® (GPTW), the leading global authority on workplace culture. We conduct annual surveys for all our people, and combine these insights with GPTW's decades of expertise, to continue evolving our world-class colleague experience.

We were again certified as a great place to work in every country in which we operate, with 86% of Specsavers and Newmedica colleagues saying that we're a great place to work - up 4%. And we continued to enjoy exceptional success in national, regional and global Best Workplaces™ listings, as reflected in our latest results.

We're particularly proud of our World's Best Workplaces™ achievement, which saw us climb four places in the Super Large organisations category. As we continue to build on our excellent reputation as a global employer of choice, this is a valuable measure of our ongoing progress.

We use feedback from our GPTW surveys to make Specsavers an even better place to work - taking broad actions at regional and functional levels, while supporting leaders and managers to develop plans and create targeted change within their teams.

“Being recognised in this way is truly amazing and makes me so proud. What a wonderful opportunity to celebrate the unique and special culture that everyone works so hard to build together.

Pauline Best
Chief People Officer

The **UK and Ireland** placed
27th and 7th

We were named **eighth**
**in the 100 Best Companies
to Work For in Europe**

and
**12th in the
World's Best Workplaces™!**



Newmedica, our UK
ophthalmology business
**rose a fantastic
17 places**
coming in at 28

We made an impressive debut on
New Zealand's
first ever list, coming in at
number 2

And we were
4th in Australia

We were delighted to be named the
best place to work for the first time in
Norway

Our Danish business,
Louis Nielsen, was ranked
second place
on Denmark's list and our Northern Europe
support office came in at
number four

In Canada, we rose from
11th to 5th
an outstanding achievement
in such a new market

In **Finland**, we came
3rd

And the **Netherlands**
4th





Right: Our new work lounge in Nottingham - a bright and inspirational space, designed for both collaboration and focus.

Above: The brand new Contacts canteen.



'Great Space to Work' is just one initiative realised in direct response to survey feedback. Designed to evolve and enhance our support office environments, the project has so far seen major investments in our Nottingham and Guernsey offices, and Melbourne is soon to follow. Work lounges, open-plan collaboration areas and canteen facilities are among the new features, along with a range of wellbeing spaces focused on rejuvenation and reflection.

GPTW forms just one part of our continuous listening culture, ensuring our people's voices shape meaningful change all year round. We support and empower partners, leaders and managers to have great conversations with their teams, and facilitate listening groups, interactive townhall events and development days, so everyone has consistent opportunities to have their say.

One of the ways we've brought this to life is through our People and NextGen Forum, which connects senior leaders from across the business, and earlier-career colleagues aged between 20 and 30. Representing the perspectives, expectations and experiences of both established and emerging generations of talent, the group meets regularly to help shape the progress of our global people plan.



Nurturing our partnership

At Specsavers, we often say that partnership is our 'secret sauce'. Bringing together more than 5,000 highly-skilled clinicians and retailers across optometry, audiology and ophthalmology, our bespoke joint venture model is the driving force behind our strategy and success - and continuing to nurture and evolve it is one of our most important priorities.

To ensure our partners have the backing they need to keep changing lives, we maintain a broad, highly-skilled support infrastructure, with more than 4,000 colleagues providing world-class expertise in everything from marketing to operational efficiency.

Providing meaningful professional development for current and future partners supports them to lead thriving, sustainable businesses in their communities. We tailor this learning in each region, ensuring local relevance within a globally consistent framework.

In ANZ, 96% of partners committed to leadership development, with over a third participating in more than 32 hours of formal learning - helping to build and strengthen their capabilities, while meeting the demands of running their businesses.

We introduced the role of Partner Development Manager in our Northern Europe field team, with responsibility for leading and delivering partner development activity - increasing awareness and creating momentum for growth. This has also been adopted in the UK, with Partner Development Leads in every division, and more than 1,300 partners having engaged with the team.

In Canada, our Partner Development team delivered initiatives designed to deepen a business-owner mindset, strengthen core skills, and build the essentials needed for sustainable growth.

230

candidates came forward last year for partnership assessments in the UK alone - 175 of whom were approved for partnership, with 130 having already transitioned to business ownership.

Featuring leadership expert Tim Arnold, our dedicated learning series engaged more than 200 partners, enhancing their ability to navigate complexity and lead with clarity.

We also launched a Canadian Partner Growth Programme, blending operational fundamentals with leadership masterclasses to equip partners with tools to scale effectively and elevate customer impact. With 40 partners joining from our newly opened Loblaws stores, these opportunities represent excellent first forays into leadership at Specsavers, as well as offering valuable further development for more established leaders.

We launched a project to transform how we support stores across Northern Europe, leveraging data to create individual profiles and groupings for those with similar challenges, target audiences and needs. Starting in Norway, this allowed us to increasingly deliver tailored and bespoke marketing and activation strategies.

As we continue to expand and evolve our services, welcoming new partners is of critical importance. Pathway, our in-house development programme, guides our next generation of store leaders through every stage of their journey to business ownership, with existing colleagues and external entrants alike benefiting from its comprehensive framework of learning and personalised support.

For partners not quite ready to take the next step, we offer various bespoke approaches to continue their development along this path, or towards leadership more broadly. In Northern Europe, for example, 40 candidates are currently participating in our Partner in Development programme, designed to offer more specific support in leadership development.

In ANZ, 80 candidates across four intakes completed Pathway last year, with 36 optometrists and 28 retailers having now graduated. We've since launched our 49th intake, including seven optometrists who completed our graduate programme previously - highlighting the continued strength of our early career development pathways.

We're committed to ensuring our partners have meaningful opportunities to play an active role not just in their own businesses, but in the ongoing overall success of our organisation - and we maintain a range of networks to facilitate this collaboration. In ANZ, for example, this includes Regional Advisory Groups, which promote partner connection, advocacy and engagement at a local level - while in the UK, Leading Partner Forums bring together members of our partnership and support office communities, who meet regularly to discuss upcoming initiatives and gather valuable feedback.





Our regional seminars provided fantastic opportunities for partners to come together.

To help us better understand how our partners feel about running their businesses, and what we can do differently to further improve their experiences, we hold annual partner satisfaction surveys. Independently run by leading experts in franchising and joint venture partnerships, these provide an invaluable health-check of the relationships that sit at the very heart of our business.

79% of partners globally took part in the 2025 surveys, which saw some excellent results. These surveys provide essential insight to ensure ongoing improvements in areas such as partner wellbeing through support and development, the impact and effectiveness of the support services we provide, and shaping how we engage and listen to partners' views. Satisfaction scores increased across each of the six sentiment dimensions, and were above the sector benchmark.

Connection, collaboration and consultation are fundamental components of the Specsavers partnership. Our regional seminars provide fantastic opportunities for partners to come together and hear first-hand about future plans, through engaging presentations and interactive exhibitions. These events are complemented by regular communications meetings, both in-person and online, to continually share insights, recognise achievements and look ahead to key initiatives.

Supporting and developing our teams

We're dedicated to ensuring every colleague can access, and benefit from, meaningful development. We believe in lifelong learning, and in offering our people every opportunity to grow and thrive.

In our stores

Last year saw our highest-ever learning uptake across the UK and Ireland, marking an almost 25% increase in engagement by store teams since 2023. Our people participated in almost 200,000 learning sessions - and we saw a noticeable shift in colleagues searching for content beyond mandatory topics, to support their own development goals.

To help teams manage learning priorities, we organised our offer into three categories - compliance, essential and recommended - including trackers, activity planners and completion targets. We also added a guide time required for each module, ensuring a sustainable balance between developmental and operational needs.



As well as providing the foundational skills and behaviours colleagues need to succeed, grow, and confidently navigate the customer journey, our learning pathways align with strategic plans and trade campaigns, supporting specific messaging around products, service and care.

We enhanced this approach through the launch of the Trusted Experts programme, which builds questioning, demonstration, and communication skills when making customer recommendations. This included upskilling days dedicated to Audiology - held in partnership with suppliers, and attended by 600 clinicians - focusing on advancements in technology, enhancing clinical behaviours, and delivering great patient outcomes.

A refreshed induction and new support module strengthened our commitment to developing capable, trusted leaders. We also expanded our support in coaching, performance management and business planning; blending confidence, compliance and commercial skills.

Our recently launched Retail Support Team (RST) Rising Talent Programme brings together the technical knowledge, commercial awareness and leadership skills needed in these complex roles. Within a year, 50% of the first cohort stepped into RST roles and, today, are continuing to build on the programme's focus on networking, peer learning and cross-functional connections. A consistent induction framework ensures that every RST colleague receives the same high-quality start - and development pathways were enhanced for existing RST colleagues, building skills in self-leadership, mentoring, planning and data. These approaches collectively provide partners with the very highest standards of support, while helping colleagues feel confident, valued, and ready to grow.

We continued our long-standing commitment to high-quality apprenticeships, to suit a wide range of levels and specialisms. Blending structured and supported development with hands-on learning in-role, Optical Assistant, Business Administration and Operational Management are just some of the tracks on offer.

90%

of those taking part in our refreshed induction and new support module said it genuinely shifted how they think about safeguarding their teams and business.

21,000

ANZ colleagues attended workshops, and teams completed close to 900,000 modules on our digital learning platform.

In ANZ, we made significant strides in elevating our development experience, with an improved induction seeing completion rates rise from 50% to 70%. 75% of store managers completed Level 1 development (focusing on essentials such as team building and time management), and half progressed through Level 2, exploring topics including financial management and resilience - helping us build a stronger pipeline of confident, capable leaders.

Alongside these targeted initiatives, we delivered everyday training and learning activity at scale. Our 'The Specsavers Way - Confidence with Customers' training was just one of these opportunities, supporting teams to create personal connections with customers, such as by adjusting their approach based on a range of verbal and non-verbal cues.

In Northern Europe, our people participated in almost 190,000 learning activities, exploring diverse topics from dry-eye treatments to specialist lenses. More than 100 of these were rated 4.5 out of 5 or higher, with learners reflecting positively on both their clarity and structure.

To provide the best platform for these resources, we re-launched Specsavers Academy, which offers tailored development pathways with a blended approach to unlock flexible learning - including a mobile-optimised platform to ensure accessibility anytime, anywhere. Almost 5,000 people have engaged with the Academy, which features more than 900 learning modules, with over 200 users on average participating daily.

In Audiology, one of our core commitments has been developing our Hearing Aid Dispenser (HAD) community internally, in line with our 'grow our own' ethos. Almost 130 store colleagues are in training for this role, through sponsored learning or Degree Apprenticeships - and we've seen 247 candidates qualify in Audiology Practitioner specialisms in the last year.

In the higher education space, 50 BSc and MSc students (on full-time, self-funded programmes of study) attended our audiology businesses to complete the placement part of their qualifications.

In addition, we announced a new audiology graduate programme. The 18-month course focuses on clinical and leadership development for 30 participants, helping them to navigate the transition to clinic life, develop their learning, and supercharge their skills towards potential partnership and business ownership opportunities.

And in the Netherlands, we trained more audiologists than ever before, with 35 graduating in 2025.

In our support offices

Our Global People Plan provides clear direction for attracting, developing, and retaining talent - while our Global Leadership and Learning Experience helps bring this to life by translating strategic priorities into practical, accessible development opportunities. This includes strengthening leadership capability, supporting internal mobility, and ensuring learning remains inclusive, relevant, and aligned with business needs.



To help colleagues and managers develop the skills and capabilities that matter most in our fast-changing world, our Future Ready You and Future Ready Manager development offers focus on building brilliant habits, and creating the best environments in which to thrive. For managers, for example, this means greater access to practical tools and development experiences that help make being future-ready feel more achievable.

As we continue to evolve, we recognise that delivering products and services in new ways - and building the skills and capabilities to support them - depends on a strong understanding of the complex and interconnected nature of change.

We invested significantly in this area, growing a Global Change Community of Practice to share knowledge, challenge constructively, and test new ideas. We also embedded a global change framework to provide a consistent yet flexible approach to delivering change, as well as continually updating our Global Change Hub with tools, resources and guidance. A newly-formed People Change team partners with HR colleagues globally to advise on best-practice change across major programmes, supported by learning sessions aligned to the global change framework.



Our talent accelerant programmes support colleagues with the potential and aspiration to take on broader or more senior roles, helping to build a strong, diverse internal pipeline. This is further supported by our Talent Review processes, which provide a joined-up, global view of capability and succession, enabling informed conversations at senior and board levels to ensure careers are developed, and supporting the long-term critical and unique capabilities we'll need to develop into the future.

We made strides in being globally consistent in how we develop current and future leaders, by defining the skills needed at different levels - ensuring we build the common capabilities that we know make a successful Specsavers leader.





As part of this, we refreshed our global leadership expectations, focusing on the importance of leaders caring for our people, contributing to our purpose, delivering positive outcomes, and leading for the whole organisation. These set a clear, consistent global standard in how we purposefully collaborate across our regions to produce better outcomes in a sustainable manner. The launch was supported by an interactive guide, followed by a series of expert speaker events and curated digital content - empowering leaders to immerse themselves in the expectations and bring them to life for their teams.

Working with leadership experts Wavelength, we invested in our high-potential future leaders across all markets. Through a mix of immersive and online learning, followed by coaching to support real-world application, participants connect with world-class external perspectives and emerging thinking, from both within retail and outside the industry.

As we navigate increasing complexity, technological change, and the growing role of Artificial Intelligence (AI), our leaders' ongoing investment in not only their teams' development, but also their own, remains critical. As such, we focused on building capability in change management and transformational leadership; aligning behavioural and mindset development with our global change framework. This included bespoke 'Leading in Change' learning resources, centred around enabling organisational transition, and building resilience and adaptability in handling change.

For all colleagues, we introduced targeted training in data, AI, and productivity, including the continued evolution of Microsoft Copilot learning through our Future Ready Player digital modules. These help colleagues build confidence in using new tools responsibly, freeing up time for higher-value work and better decision making.

We established an AI working group to accelerate the approval of AI tools and rollout of AI capabilities. Our global data and Northern Europe marketing teams also developed an AI translation bot, which is particularly helpful in Northern Europe where we work across five markets and five languages. Trained on the Specsavers tone of voice and glossary, it delivers consistent, high-quality translations.

300

colleagues have used our AI translation bot to translate hundreds of files at around 5% of the usual cost, reducing effort and spend across marketing, communications, product, and L&D.

Following its success across our ANZ stores, we introduced Learn Amp, our learning experience platform, into Canada and Newmedica last year. To ensure this was the right solution for us, we sought feedback from colleagues through focus groups about their preferences and expectations around learning. Implementation in all markets will continue over the next two years, ultimately giving us a global platform for development resources for the first time.

Our global Great Conversations initiative, shaped through feedback from our people, provides a refreshed set of tools and a simple, consistent framework to support managers and colleagues in having regular and meaningful conversations. Managers are equipped to discuss performance, objectives, development and wellbeing in the best way, while helping colleagues to clearly understand what's expected of them, what's going well, and what they need to focus on.

We offer a great mix of rewards and benefits, which flex to be relevant by region and business area. Our total package not only includes competitive pay and pension contributions, but also, for many colleagues, profit share schemes, quarterly bonuses, and health and wellbeing entitlements.

In parallel, we continue to enhance recognition experiences that reinforce our values and celebrate contributions. Our global recognition framework ensures colleagues are consistently recognised for great work - such as through our 'Being Great Everyday' peer recognition scheme, designed for in the moment thank-yous, which saw more than 167,000 engagements in the last year alone.

This work is closely connected to broader governance and reward frameworks. The introduction of our Remuneration Committee strengthened oversight and consistency in global reward decision-making, supporting fairness, transparency, and long-term capability building.



Attracting and retaining the right talent is hugely important to us. Over the past year, our new careers sites have strengthened how we showcase life at Specsavers and the breadth of opportunities available. Development and career stories play an important role in our employer brand, helping potential candidates understand how they can build a meaningful career - and we actively engage with learning institutions to engage and inspire prospective colleagues on their journeys towards the world of work.

Just one example is our T Level industry placements, which help students develop confidence, professional behaviours and skills directly aligned to our roles. Contributing to our gender balance ambitions in our Technology function, and a wider goal of developing future-ready talent, the programme recently welcomed its third cohort - with the first group having successfully transitioned into full-time IT Service Desk roles in 2025. Last year, we further expanded T Levels into our People Services team. We also partner with Nottingham Trent University, offering graduate internships in diverse areas such as frame development, HR, strategy and trading.

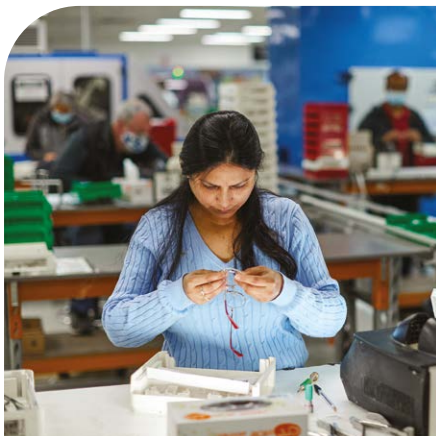
In our Manufacturing and Distribution (M&D) sites

Apprenticeships continue to play a leading role in the development and progression of our people, with around 60 colleagues in our UK M&D function currently undertaking an apprenticeship course. As well as traditional learning tracks in areas such as leadership and management, options including 'AI and Digital Champion' and 'Sustainability for Business Impact' now offer the opportunity to boost future-ready skills.

This National Apprenticeship Week, we were privileged to welcome Baroness of Malvern Jacqui Smith, Minister of State for Skills, who met apprentices across our sites in Kidderminster, UK to discuss their roles and the opportunities that an apprenticeship can unlock.

And at Airways in Southampton, in partnership with South Hampshire College Group, we supported the Maintenance and Operations Engineering Technician apprenticeship, which develops practical skills, technical knowledge and professional behaviours.

We support a range of practical and theoretical training courses - from in-depth instruction in equipment operation, to IOSH specialist safety training, and Chartered Management Institute leadership development. Beyond traditional learning, colleagues are encouraged to share valuable knowledge between sites, with visits to sister locations exploring technical set-ups and practical processes alike.



Specsavers is a shining example of how employers can invest in their workforce and create real opportunities for career progression.

Baroness of Malvern Jacqui Smith
Minister of State for Skills

Colleagues came together at our IGS site in Kidderminster for their Strategy Event - a day of shared learning and collaboration, exploring what it takes to lead with purpose and build a continuous improvement mindset. Comprising shared and reflective exercises, the session offered an insight into the visual management framework CANDO, which empowers everyone to make lasting changes for a safer, more efficient and organised workplace.

As well as taking ownership of their own development, our teams continue to demonstrate their passion for inspiring the next generation to consider a career at Specsavers. Colleagues representing diverse areas of the function participated in careers fairs, skills shows and 'life beyond school' exhibitions, attended by thousands of young people in the UK.

We also welcomed work experience students from local secondary and higher education institutes, with structured placements incorporating practical activities, mentoring opportunities, and digital skills sessions.

Our Vision Labs site piloted a government initiative designed to introduce younger students to the workplace, with pupils aged 11 to 14 participating in a two-week programme to broaden their understanding of real-world work environments.

And at our Hungarian site, Szatmár, we partner with the Mátészalka Vocational Training Center's Mechanical Engineering Technical School, with a cohort of learners passing their Optical Product Maker practical examinations in 2025.

Baroness of Malvern Jacqui Smith, Minister of State for Skills, chats with team members in Kidderminster.





Professional development

Our 2025 UK Professional Advancement Conference (PAC) was attended by more than 2,000 colleagues and partners, with record numbers of suppliers, professional bodies, learning institutions and charities featuring in our exhibition space. Delegates engaged with discussion workshops, peer reviews, practical skills sessions and lectures, with a pre-registration optometrist learning track also in the line-up. Myopia and glaucoma management were among the topics explored, along with focuses on patient choice and future practice. Audiology also saw its highest-ever uptake at the event, with 550 registrations for its dedicated programme.

Our MiniPAC events across the UK and Ireland were equally successful, with 10 regional events attracting 1,500 delegates, and delivering thousands of Continuing Professional Development (CPD) points to registered professionals. In the latest General Optical Council CPD cycle, we created more than 150 new CPD-accredited learning pieces so far, and delivered 60,000 CPD points.

In Northern Europe, we raised ambitions for our Clinical Conferences, with a record-breaking 2,500 professionals participating in optics events across Norway, Finland, Sweden and Denmark, along with a joint optics and audiology event in the Netherlands. Focused on person-centred care, the events saw more than 60 experts explore areas such as communication, innovation and shared care, as well as specialist topics including prism corrections and tinnitus.

Sponsors and exhibitors contributed to the success of our brand-new Booth Track, which provided interactive learning opportunities during session breaks. We also hosted dedicated events for almost 350 optometry students, giving them the opportunity to network with Specsavers colleagues and fellow learners.

In the UK, 4,000 students enrolled on our accredited Cert 3 and 4 courses - and more than 200 colleagues embarked on the Dispensing Optician (DO) Apprenticeship programme in England, with a further 200 working towards becoming a registered DO via the traditional university route. Our Pre-Reg Academy continues to support almost 1,000 pre-registration optometrists - and we launched our new CLiP Academy, which supports student optometrists on Clinical Learning in Practice placements in our stores, as they work towards professional registration under the UK's new Education and Training Requirements. For established practitioners, we invested in 345 of our optometrists through a range of higher qualifications, such as Independent Prescribing and Professional Certificates in Glaucoma.

In 2025, our Canadian business launched its inaugural Clinical Summit series - focused on myopia management, Optical Coherence Tomography (OCT), and ophthalmology co-management - featuring Council on Optometric Practitioner Education (COPE)-accredited education administered by Clinical and Refractive Optometry.

The myopia sessions featured thought leaders from the University of Waterloo School of Optometry and Vision Science and the Canadian Association of Optometrists - alongside an OCT programme presented virtually by the New England College of Optometry, as part of the COPE-accredited offering. Over 150 optometrists participated across the sessions, with 100% of attendees indicating they would recommend them to their colleagues.

In collaboration with Topcon Healthcare, we delivered a series of webinars to enhance Canadian optometrists' confidence in OCT use. These were centred on improving diagnostic accuracy through a deeper understanding of OCT technology and retinal anatomy, and optimising clinical efficiency, with real cases reviewed and analysed by ophthalmologists to support better patient outcomes.

In ANZ, our Professional Development programme continued to grow in scale, quality, and impact. The Clinical Conference brought together more than 800 delegates, in person and virtually, with industry experts covering the latest in clinical care, communication and diagnosis, alongside a range of practical workshops. Throughout the year, our optometrists additionally benefited from 20 locally-delivered CPD events, further supporting accessible, interactive learning.

The Dispensing Conference, 'Eyecare for the Generations', saw similar success, with more than 250 dispensers and optical assistants participating in events across seven regions, exploring age-specific dispensing needs and strategies to support better outcomes at every life stage.

Our in-person events are designed to be both interactive and informative, connecting professionals with internal peers and external thought leaders alike.



Demand for formal training also remained strong, with 170 enrolments in the Certificate 4 in Optical Dispensing and 112 completions, bringing the number of qualified dispensers across ANZ to 861.

Our Trusted Experts series continued to support optometrists and dispensers through workshops, masterclasses, e-modules and webinars - strengthening clinical confidence in children's vision care, lifestyle-based product recommendations, and effective communication.

Partnerships across ANZ universities continued to play a vital role in developing the next generation of optometrists. Our stores hosted over 450 clinical placements, and 44% of final-year students from our eight affiliated optometry schools selected Specsavers as their graduate employer. We welcomed 215 new graduates to our two-year programme, and supported nearly 500 in total through 47 development events - including our first regional Professional Development Day. And 270 optometrists joined our Early Career Optometry programme, which offered more than 30 hours of continuous professional education.

Further strengthening clinical capability, our clinicians engaged in a broad range of contact lens training and symposiums - and optometrists collectively completed 640 hours of professional development through clinical courses delivered by the Australian College of Optometry.

Focusing on diversity and inclusion

We remain committed to having an inclusive culture where everyone feels welcome, valued and proud to belong.

This is brought to life through our global diversity and inclusion (D&I) priorities, where we:

Delivered D&I development to even more colleagues

Continued to improve the percentage of colleague demographic data captured, enabling us to target D&I activity

Further reviewed and embedded gender balance resourcing activity in our support offices; in many regions, this contributed to improving gender balance in our most senior roles.



We also launched a new D&I leadership development offer, 'Your Moment to Lead', to highly positive feedback. This focuses on real-life stories from our leaders - with hints and tips to help them make the most of both external perspectives and internal experience, bridge cultural and generational differences, and improve equitable access to opportunity for everyone.

This activity is underpinned by regional D&I leads and forums, and our colleague networks around the world, who help us mark a diverse range of global and regional events, including International Women's Day, International Men's Day, World Day for Cultural Diversity, and Pride Month. We focused on sharing the lived experiences of even more colleagues, and created opportunities for everyone to celebrate, by shining a spotlight on the inspirational people who work here.

We shared our latest global gender pay report and published statutory reports in line with regional legislation requirements, with many positive improvements in the data.

And we were pleased to see how this collective D&I focus positively contributed to our Great Place To Work survey scores, with the Fairness and Caring metrics seeing rises year on year.

Caring about wellbeing

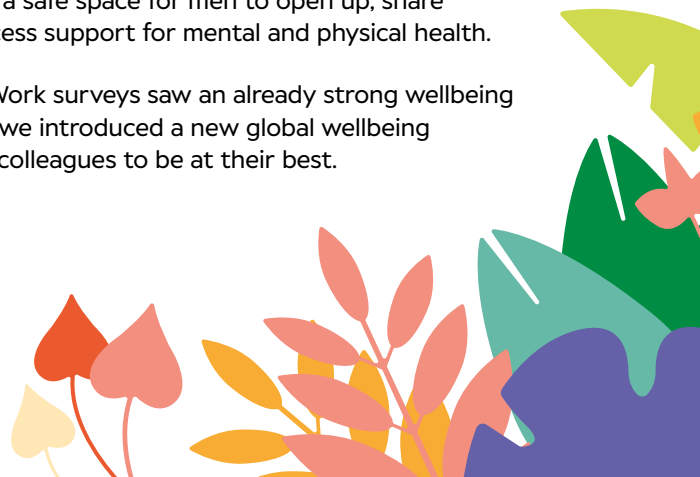
We empower our people to look after every element of their wellbeing, from emotional and physical to financial and social factors. Wellbeing is woven into our values and behaviours, and we take every opportunity to help partners, leaders and colleagues not only practice self-care, but support each other.

For key events, including World Sleep Day, Global Wellness Day, International Self-Care Day, and World Mental Health Day, we shared tools, hints and tips, and welcomed guest speakers and group coaches to promote healthy wellbeing habits.

Our partnership with Headspace saw over 10,000 colleagues reach a milestone 20 million minutes of engagement in 2025, with healthy sleep being the most listened-to content. Colleagues can also add friends and family members to their subscription.

Colleague networks in every region continued to support the people they represent, with more colleagues than ever actively engaged in communities for women's health and empowerment, menopause, neurodivergence, parental support, racial and cultural inclusion, and the LGBTQIA+ community. And we launched Men.Kind - a safe space for men to open up, share experiences, and access support for mental and physical health.

Our Great Place To Work surveys saw an already strong wellbeing score improve - and we introduced a new global wellbeing strategy to support colleagues to be at their best.



Our customers

Transforming the experience to be loved by every customer

From the beginning, our ambition has been to make a difference to people's lives, and ensure that expert care and high-quality products are available to all.

We're dedicated to delivering world-class services and products, with an emphasis on accessibility and value. But delivering this doesn't mean standing still. We're continually improving and enhancing what we do, responding to evolving customer expectations - from investing in the latest equipment, technology and store designs, to making it easier than ever for people to access our services in the ways that best suit them.





Enhancing our offer

We know that simplicity, convenience, and personalised care are ever-more important to our customers, in a world where hybrid digital and in-person journeys are expected. We're evolving the services we offer, and the ways in which we deliver them - transforming and modernising the customer journey to meet changing expectations, while making sure our colleagues have the time and tools to provide the high-quality care and service we're known for.

This multi-year global transformation will blend in-store and digital journeys, making care easier, faster and more personal for customers, and simplifying how colleagues work with smarter systems, processes, data and technology.

We've made significant progress over the past year by preparing to introduce a new retail platform, including the rollout of our new practice management system in the Netherlands. Customers will benefit from the imminent launch of our first-ever globally consistent online store front, giving them greater clarity and confidence in purchasing online. Meanwhile, many colleagues will have access to better data and more modern tools, removing complexity from their roles.

Our new retail platform will give us the foundations to introduce truly blended customer journeys in the second phase of our programme. With valuable input from our partners, we also agreed the scope and began the design of the blended online and in-store experience.

While this will take several years to roll out, it will be the most significant phase in our transformation. Our global priority remains clear: to deliver a seamless, personalised, end-to-end experience for every customer, everywhere we operate, while making life simpler for colleagues in store and beyond.



Excellence in everyday care

In Northern Europe, all customers now have access to advanced eye health screening with OCT scans. Last year, more than 650,000 customers chose to have this test, enabling us to detect eye conditions earlier.

In the Netherlands, we offer remote eye health assessments via teleoptometry. This helps us to detect eye conditions and refer patients who need an ophthalmologist, while preventing unnecessary hospital visits for patients with low-complexity problems.

We continued our introduction of Low-Level Light Therapy and Intense Pulsed Light Therapy in ANZ, providing long-term relief for dry eyes. Aligned with our value offering, patients can choose a pay-as-you-go plan, or upfront payment for enhanced savings - with the latter showing a 40% increase in patient uptake. More than 5,500 patients have now undergone these treatments, with 90% reporting improvement in the frequency and/or severity of their symptoms post-completion. Additionally, 750 optometrists across more than 100 stores benefited from an expansion in their scope of practice.

Our Clinical Services team completed a four-day test of Ambient AI scribe technology, which automatically drafts appointment notes, to assess its impact on consultations. Support office volunteers took part in the trial, with 85% finding the consultation more engaging, and 87% feeling comfortable with the technology. 92% of participating optometrists reported improved workflow efficiency, and 100% felt more engaged with their patients - highlighting the unique opportunities offered by AI to help us deliver even more person-centric care.

45,000

customers in the Netherlands
used our teleoptometry
service last year.

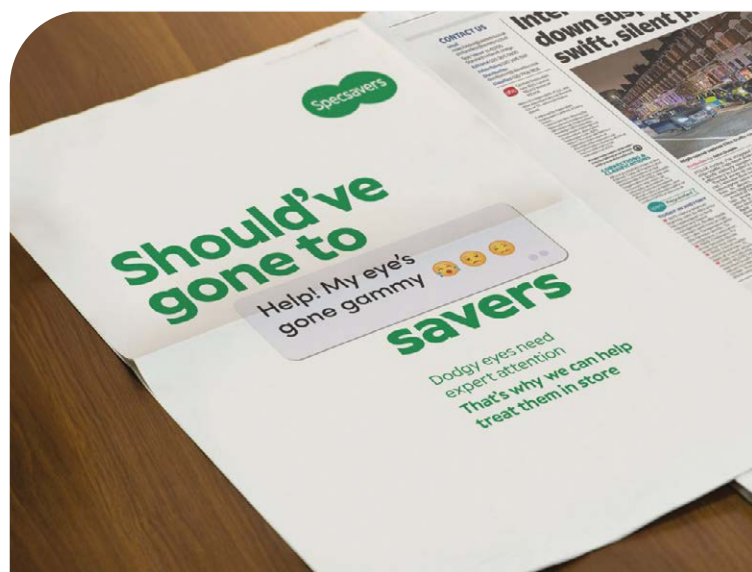
Nurturing and developing our brand

Our brand has continued to strengthen and grow, and we retain a clear leadership position in most of our markets. Our marketing focus has helped strengthen perceptions of expertise, care and value - and we continued to make progress on improving brand consideration, giving people more reasons to choose Specsavers for their sight and hearing needs.

We focused on our brand experience to help ensure that regardless of where and how customers choose to interact with us, it feels uniquely Specsavers. This translates through to store design, digital touchpoints and colleague-led moments - all of which helps us continue to delight our existing customers, and provide another reason for new people to try us.

Our 'should've gone to Specsavers' advertising continues to drive strong global awareness. From a headline-hitting bollard stunt in the UK to an airport activation in ANZ, we use relatable everyday mishaps to reinforce the value of proactive eye care in a humorous, distinctly Specsavers way.

As well as customers loving the brand, we continue to be recognised by the industry, proudly winning the coveted 'Brand of the Year 2025' at the Marketing Week Awards in the UK. Our ANZ team won the Global Out of Home Congress Creative Award for their 'Welcome to Melbourne' activity - while our UK team took home the overall Grand Prix award and 'Best Creative Use of Cinema' at the 2025 Digital Cinema Media Awards, for their 'Should've Gone To... Cinema' campaign.



Reaching more customers

To continue to make positive, life-changing impacts around the world, it's vital for us to expand our offer, outreach and accessibility.

We focused on efficiencies within clinical journeys, such as investments in diagnostics technologies - enabling us to see an additional 238,000 customers for optical examinations in the UK alone.

We supported more patients than ever across our range of Enhanced Optical Services (EOS), including extensive provision on behalf of the NHS. We provide minor and urgent eyecare services within 37 Integrated Care Board (ICB) areas, as well as glaucoma services within 35 ICBs, with a view to attaining full national coverage.

Our growth in audiology will lead to us providing 300,000 new patient pathways, and more than 1.5 million aftercares, during 2026 - with approximately more than 6,000 patients per week accessing our services in their local community. This reflects the NHS's wider strategy of improving access to care through self-referral, and we're proud that 17 ICBs now allow their patients to come directly to us for their audiology needs.

Combined with the one million-plus eye health episodes we expect to manage in 2026, this represents our highest-ever outreach with NHS patients, helping to reduce pressure on core hospital services and A&E departments, and shortening the time patients need to wait to access essential eye and ear care.

Making our services more accessible to people with different communication needs and preferences is an important part of fulfilling our purpose. We funded British Sign Language translation services for patients with hearing loss accessing our optometry services, in areas where there is no longer NHS provision of translation services for primary care. We also commissioned Action Deafness to provide interpreting and translation services in-store and during home visits, for customers whose preferred means of communication is British Sign Language.

We published our UK 'Access to Care 2025' report to highlight proven community models of hearing and eye care. Drawing on sector evidence, expert commentary and case studies, it shows how neighbourhood clinicians already deliver essential NHS services - and how, with the wider sector, we have the capacity, skills and technology to support delivery of the government's 10-Year Health Plan.

5.5 million

eye tests carried out in ANZ,
with a 94% success rate
in detecting causes
of preventable sight loss.

“A fantastic event - you are educating people and talking to them as human beings about their health. You can't go wrong with that.

Westminster drop-in attendee

We launched the report at the Labour, Liberal Democrat and Conservative party conferences, where we carried out almost 1,700 ear and eye checks, and met more than 180 MPs to discuss our interactive constituency map. This was followed by events in the Welsh, Scottish and Irish parliaments, culminating in a Westminster drop-in clinic. Supported by expert clinicians using an OCT scanner, VR glaucoma simulator, hearing screener and video otoscope, we welcomed more than 100 MPs and peers to the event.

We also published our Irish 'Access to Care 2025' report, which focused on working with the Health Service Executive (HSE) to improve access to community hearing care.

In Canada, we significantly expanded our presence, supporting the eyecare and eyewear needs of more than one million Canadians. We opened 111 stores as part of our new relationship with Loblaws, a leading multi-brand grocery retailer - bringing us to more than 270 locations across every English-speaking province/territory, and helping to elevate brand awareness to an outstanding 88%.

We inspired national conversations about eye health through our first-ever Canada Eyecare Report, which explored attitudes, behaviours, and barriers around eyecare. The finding that one in three Canadian adults are overdue, or have never had, an eye exam highlighted the importance of raising awareness about regular check-ups and care.

Our commitment to clinical excellence continued to differentiate us in the Canadian market - including offering OCT as standard, supporting early detection to help reduce avoidable sight loss. To amplify the importance of both our advanced technology and routine eye exams, Colonel Chris Hadfield returned as the face of our national campaign. This strengthened our position as the Canadian market leader in glasses and eye exams, where we hold 22% market share in each category.

A key focus was on our youngest customers, in response to the increasing rates of myopia (short-sightedness) in children - one in four already have the condition, a figure estimated to rise to 50% by 2050. To encourage little ones to positively engage with their eye test experience, and raise parents' awareness of the importance of eye health, we launched 'Optomonsters' - friendly monster characters designed by kids, for kids. The campaign included digital resources such as appointment walk-throughs, to demystify what happens in the test room; along with a YouTube channel for parents and carers.





Investing in ophthalmology

As the market leader, Specsavers has the opportunity to work across both ophthalmology and optometry to achieve seamless pathways and provide better outcomes for customers and patients - which we do in a variety of ways.

Last year Newmedica delivered 347,000 NHS and private appointments, enabling patients to access the highest standards of clinical care - from glaucoma services and cataract surgeries, to medical retina and age-related macular degeneration (AMD) treatments.

We're hugely proud of the outstanding patient outcomes achieved by our teams, with 99.7% of cataract patient care completed without the complication of posterior capsular rupture, a key quality indicator in ophthalmology.

We continue to invest in the future of the ophthalmology sector and the development of colleagues within optometry. Our clinical supervisors supported placements for 26 resident doctors-in-training, and worked with ICBs or NHS deaneries to identify further candidates. Over 1,000 clinicians participated in our consultant-led CPD events - while more than 130 pre-registration optometrists are benefitting from placements at Newmedica, through the observation of outpatient clinics, and examining patients presenting with various pathologies.

While the future shape of NHS ophthalmology provision remains unclear in England, we know that an ageing population will increasingly need support with cataracts, glaucoma and AMD, through both NHS and private care. We're committed to the growth of Newmedica, which plays an important role in our total care proposition in the UK - ensuring communities have improved access to specialist eye health services, and enabling them to choose high-quality care on the NHS without the long wait, or opt for more tailored private care, without the high cost.

In Ireland, we began a partnership with Medical Optics, a respected, family-run ophthalmology business with more than 40 years of experience in delivering exceptional eye healthcare and surgical care. Their team, which comprises some of Ireland's leading ophthalmologists, care for more than 19,000 patients a year - from diagnosing and treating conditions such as glaucoma and macular degeneration, to providing oculoplastic and cataract surgery. They also hold Joint Commission International (JCI) accreditation, the gold standard for quality and patient safety.

Offering faster access to treatment and seamless referral pathways in the Dublin area, one of the many benefits of the partnership is wraparound care within the community - starting with pre- and post-operative appointments at Specsavers stores, and surgical procedures carried out by Medical Optics, as well as a virtual review service. As the partnership develops, we look forward to introducing more innovative integrated care pathways, to enable us to provide for even more Irish ophthalmology needs.

We continued our partnership with the Norwegian Eye Health Clinic (NEC), and rolled out dry eye and post-operative cataract services in 17 stores across a wide geographical area. By delivering these services, in collaboration with a leading eye clinic, we can further improve access to quality, patient-centered care.

Regulatory changes in Finland and Sweden mean optometrists can now provide a wider range of services independently, helping to reduce pressure on ophthalmology waiting lists. By continuing to invest in OCT technology, ongoing development for our optometrists, and second-opinion services with ophthalmologists, we can care for more people, in more ways, while maintaining high clinical standards.



Excellence in customer service

As well as providing world-class clinical care, we make it a priority to deliver the very best in service throughout every touchpoint in the customer journey. This commitment to excellence was again recognised on the global stage, with two wins at the International Customer Experience Awards, including Gold for 'Best Customer Measurement', and Bronze for 'Best Learning and Development'. We were also finalists in the 'Best Customer Experience Team' and 'Customers at the Heart of Everything' categories, putting us in the top tier of more than 440 entrants.

Across the UK and Ireland, we marked a major achievement, climbing 17 places to reach 13th overall in the Institute of Customer Service rankings. In the Retail (Non-Food) category, we continued that momentum by rising to fourth place - up five from last year. These results build on our strong performance earlier in the year, where we ranked sixth in KPMG's Customer Experience Excellence report.

The region's contact centre also won three National Contact Centre Awards, including Gold for 'Most Effective Way of Working' - and we secured our first-ever Silver at the European Contact Centre and Customer Service Awards, for 'Best Use of Data and Insights'.

We were delighted to be named Australia's number-one brand in the 2025 KPMG Customer Experience Excellence Report, leading the way in all six assessment areas. This success was reflected in our outstanding Net Promoter Scores (NPS), which reached 87 and 82 in Australia and New Zealand respectively.

2025 also marked the sixth consecutive year that we've been voted 'Most Trusted Optical Brand' by Australians and New Zealanders in the Reader's Digest 'Most Trusted Brands' survey - and we were recognised as a Highly Commended Audiology Brand for our hearing services, along with winning a Silver 'Quality Service' award in New Zealand's Hearing Digest Awards.

And Northern Europe saw a second consecutive year of success in the International Customer Experience Awards, winning Gold in 'Best Customer Measurement' and Bronze in 'Best Learning and Development' - while in Canada, we maintained an NPS in excess of 80, an impressive achievement amid such a rapid and extensive expansion.

Members of our UK Contact Centre team celebrate their Gold win in 'Most Effective Way of Working'.



Designing world-class stores

£100 million

invested last year in store enhancement activity across our portfolio.



SmartCentres Winnipeg and Park Polo Manitoba stores in Canada showcase our sleek new Specsavers style.

Over the past two years, we completed over 650 Project Boost refits across the UK and Ireland, ensuring our stores meet consistently high standards. This has significantly modernised our estate, with 92% of our portfolio now operating on the latest specification, which includes illuminated frame displays, mid-floor units, welcome walls, partner personalisation and digital screens.

In parallel, we delivered almost 450 store environment projects in the past 12 months - from new stores, relocations and re-brands, to expansions and maximisation projects.

In ANZ, we completed the roll out of illuminated frame displays, mid-floor units and digital screens, and added more than 50 optical test rooms. Plus, for the first time, our store design team completed all construction documentation in-house.

We saw an exceptional year of openings in Canada, driven by our partnership with Loblaw. We delivered 11 new freestanding stores, alongside 110 new concession stores which opened in just 55 working days - the fastest rollout in Specsavers' history.

We had a prime opportunity to get creative with the presentation of the concession stores, with space differences requiring an alternative approach to our typical wide, open storefronts. We introduced simple, purpose-led brand messaging to the exterior, specially designed for high-traffic grocery environments. In total, we installed 12,500 square feet of exterior signage - enhancing visibility, while clearly communicating our offer.

In Northern Europe, we completed more than 100 projects, bringing almost three-quarters of the store portfolio up to the latest specification. In addition, we opened two new stores in Denmark and Norway, both bringing market-leading clinical expertise and essential eyecare services to their communities.





A focus on frames

It was another successful year for frame development, as we sold 26 million frames worldwide, over a million more than the previous year - reflecting our ongoing commitment to delivering exceptional choice, quality and value for every customer.

Our Specsavers collections

We believe everyone should be able to find glasses they love. That's why we reviewed and refined the way we design our frame collection, ensuring the right balance of quality, comfort and style at every price point.

We carefully re-shaped the global range, making it easier for customers to find something that feels like them. Whether they prefer bold and trendy, subtle and classic, colourful and expressive, or simple and great-value, every price tier now offers clearer benefits they can trust, built around their needs, personalities, and budget.



We also refreshed our £100 (or regional equivalent) price point, introducing 38 new styles across the men's and women's ranges globally. The collection draws inspiration from luxury design and timeless aesthetics, with a mix of statement acetates, sleek metal profiles, and subtle 'Established 1984' detailing. Each frame is crafted with meticulous attention to detail and finished through a premium tumbling process, with names inspired by nature and traditional crafts, to reflect the artistry behind every design.



Spotlight on designers

We launched Elton John Eyewear globally, with a standout campaign featuring the star himself. The exclusive collection of 13 optical frames, inspired by Elton's unmistakable flair, captured customer attention from day one. The range delivered strong performance, with several styles significantly outperforming forecast:

Tiny Dancer

+21%

Captain Fantastic

+16%

Scholar

+32%



A global refresh of Quiksilver and Roxy, reconnecting with each brand's heritage, brought the ranges back in line with their authentic surf identities. Both relaunches resonated strongly with customers, with Quiksilver closing 2025 16% up on 2024, and Roxy achieving an exceptional 51% uplift.



We re-energised our adidas Sport range, including the introduction of our first branded sports shield. This provided an opportunity to evolve an already successful portfolio focused on best-selling styles, combining classic shapes with a functional, performance-driven sport aesthetic. The range has been positively received, with sun shield sales exceeding forecast expectations.

We refreshed Aurora globally with a return to its classic roots - focusing on elegant shapes with subtle sparkle and refined detailing, with premium acetates, metals and combination materials offering comfort, femininity and ease of wear. The range outperformed its historical results and exceeded expectations from an early stage - up 72% year-on-year.





Levi's returned to the UK and ANZ, supported by a refresh in Northern Europe and Canada. The update refocused the range on the brand's core DNA, brought to life through Levi's classic design signatures, including the iconic Red Tab. The result was a trend-led, genderless collection, designed to attract a younger demographic to our branded offer. This direction is already resonating, with nearly 20% of global sales driven by customers aged 20 to 29.

In ANZ, we introduced a new local brand by fashion designer Christopher Esber, with an exclusive range drawing new-to-category wearers, and positioning Specsavers as a go-to for premium, fashion-forward eyewear. Rooted in minimalism and sculptural detailing, the collection was shaped through close collaboration with Christopher and his team, ensuring brand authenticity, accessibility and commercial alignment alike. Sales have been strong, with 19% from new customers (2% above our benchmark). The launch was further elevated at Paris Fashion Week, where six frames debuted on the runway in Esber's Spring/Summer 2026 show.

We expanded our Canadian designer offer with Baker by Ted Baker, a unisex collection that embodies the brand's playful personality. Incorporating modern shapes, quality detailing, distinctive use of pattern and colour, and subtle interpretations of Ted Baker's iconic floral prints, the range gained strongest engagement with customers aged 40 to 49.



We also collaborated with designer Hilary Macmillan to launch our second exclusive Canadian local brand. The range delivers refined, fashion-forward styles, drawing inspiration from Hilary's Scottish heritage with contemporary plaid detailing. Colour blocking is a defining feature throughout the collection, pairing thoughtfully curated tones influenced by Hilary's distinctive design approach.



No Bad Days was introduced in Northern Europe to deliver effortless, trend-led pieces with a relaxed sensibility. The collection responds directly to the needs of our customers, offering extended and inclusive sizing alongside considered design. The range focuses on timeless, classic silhouettes enhanced by subtle detailing, including discreet brand etching on hinges and a refined palette of heritage colours.



For our youngest customers

We continue to work with industry specialists to further optimise our children's offer, ensuring we have the best-fitting products in the most exciting styles, in line with our fit-for-purpose principles. We regularly refresh with new colours, shapes and on-trend details, giving our youngest customers a confidence-boosting selection of frames that look great and feel even better to wear.



Minecraft, our first gaming brand, launched globally to coincide with the release of 'A Minecraft Movie'. Designed with bold colours and playful detailing alongside Minecraft motifs and characters, the exclusive collection brings the world's best-selling video game to life in a fun, wearable way for young fans.

We introduced designer Billabong to ANZ, with a playful, surf-inspired collection designed for everyday wear. Familiar colours with bold accent tones and wearable shapes have driven strong connections with young customers, with the unisex range attracting an average age of 12.

Meanwhile, the UK offered Ted Baker Young for style-confident six to 10-year-olds, blending sophisticated, polished detailing with child-friendly elements. Colours and acetates echo the adult collection, while hand-drawn prints, pops of colour and interior patterns add fun and individuality.

Our tailored merchandising solution - Ease of Shop - was rolled out fully across all our markets. Clear merchandising principles streamline customer selection, helping them find frame styles and shapes that are suited to their needs and preferences. Dedicated Ease of Shop training also enables our store colleagues to provide bespoke frame recommendations with expert knowledge and confidence.

Progress in lenses

Last year, we not only delighted customers with new ophthalmic lens launches that improved eye health outcomes, enhanced vision and added style - we also revolutionised our supply, helping to safeguard our ability to offer the best lens solutions long into the future.

We re-sourced several key products to maintain or improve quality, reduce supply chain complexity, increase usage in thinner lenses, and improve security of supply. More than 22 million lenses were re-sourced, with no interruption to continuous supply - representing over 40% of lenses we supply.

Alongside an expanded MIYOSMART range, we launched our own myopia management ophthalmic lens solution, MyoEyes, in the UK, ANZ and Northern Europe - as well as easyvision mioclear contact lenses across our UK and European stores; the world's first private-label version of CooperVision's MiSight lenses, which are proven to help slow down short-sightedness in children.

Crucially, we were able to offer these products at lower price points, allowing more children access to myopia management's long-term benefits. More than 150,000 children worldwide now benefit from an ophthalmic lens myopia management solution from Specsavers, with sales in this area growing by more than 70% year-on-year - with a further 23,000 children now wearing myopia management contact lenses globally.



We introduced SuperSingle vision lenses in the UK and Ireland. These offer superior visual clarity compared to regular lenses, such as by reducing edge blur, to offer a wider, clearer field of view. Mirrored fashion lenses are also now available to customers in this region, following their success in Northern Europe.

In Canada, we offered a new range of photochromic lenses, Reactions Fast and Dark - an extra-dark shade option for customers who spend more time outdoors, and a fast option for swift clearance when moving to indoor environments.

We also introduced a new seven-day wear contact lens by Alcon, under the Specsavers-exclusive brand Lumiere7. Sitting in-between traditional reusable and daily disposable lenses, the silicone hydrogel products incorporate world's-first ACTIV-FLO® moisturising technology, and one of the highest levels of UV protection available in a contact lens.





Advancements in audiology

In the UK and Ireland, we opened 25 new audiology businesses, including a milestone 350th audiology business (including domiciliary audiology) in Retford - enabling easy, more convenient access to the very highest standards of care and great value.

In product, we introduced AI innovations into our Advance range of hearing aids, offering the latest technology from our suppliers, significantly below market price. Launches included rechargeable custom and completely in-ear devices, along with ultra-slim Slim-RIC hearing aids, giving customers more style choice than ever before.

And we offered rechargeable technology for Pay Related Social Insurance (PRSI) customers in Ireland, completely free of charge. This significantly changed the battery mix in this market, leading to more than 90% of customers being fitted with rechargeable devices; a brilliant move for both sustainability and user convenience.



We also launched hearing screeners in the UK and Ireland, following roll-outs in ANZ and the Netherlands. These simple, tone-based checks - targeted at customers aged 50+ who haven't yet engaged with our audiology services - takes as little as three minutes, and fits seamlessly within a typical optics journey.

In domiciliary audiology, we saw another strong year of growth, completing more than 26,000 hearing tests in home and care settings, and opening 14 new businesses, bringing our total to 31. To support this expansion, strengthen our market presence and broaden our reach, we welcomed 33 new partners - including 19 Customer Service Partners and 14 Hearing Aid Dispensers.



Our award-winning audiology services continue to help millions of people around the world to hear clearly.

Alongside this growth, we continued to evolve our offer and enhance our customer journey, with the launch of a customer feedback programme, the introduction of retail standards, and the creation of more than 60 standard operating procedures to support consistent service delivery. We also appointed a new car supplier, to improve partner experience and operational efficiency. These, and many more enhancements, have strengthened both our service quality and ability to scale.

Tele-audiology continues to support stores with limited clinical cover, ensuring customers can be cared for more quickly in their own communities. Plus, we continued our work with the Stop Fade-Out Foundation, running a range of campaigns to raise awareness about the mental health impacts of hearing loss.

We saw continued progress for audiology services in ANZ, with double-digit growth positioning us as one of the leading audiology providers in both countries. Our 'Audiology for All' offer in New Zealand, offering NZ\$0 hearing devices, enabled wider access to hearing care for customers of all economic circumstances. In Australia, we introduced wax removal in 140 stores, providing a more streamlined customer experience. Total customer order volumes remain strong across Australia and New Zealand - and hearing screening rates have gone from strength to strength, with over 920,000 completed across the region in the past 12 months.

In the UK, we played a key role in redefining how we think and talk about hearing health, changing behaviours and tackling outdated perceptions. A fresh approach saw us frame the conversation around relationships. Fronted by celebrity podcasters Michael and Hilary Whitehall, we helped lift the lid on how hearing loss affects couples, and how taking action can help bring the spark back. This activity reached more than 25 million people and delivered some of our strongest-ever results in reducing stigma. In an independent study, we saw a 13 percentage point increase in people seeing hearing loss as a normal part of life, and a 16 percentage point increase in people seeing Specsavers as experts in hearing care.

Since starting such campaigns in 2023, we've seen a 52% reduction in the number of people denying they have a hearing problem in the UK, and a 38% reduction in Ireland.

€50 million

audiology sales achieved in the Netherlands for the first time, and we won 'Audiology Retailer of the Year' for the second year running - in total, we've now won this seven times.

Enhancements across our supply chain

Ongoing investment in our people, facilities, technology and fulfilment capabilities across our global supply chain ensures we protect and enhance the availability and quality of our products and services.

Driving efficiencies across teams and processes remains a core focus, with automation, consolidation and value creation continuing to be essential to our operational success.

We began a strategic partnership with DSV - a world leader in end-to-end supply chain management - following a review of global freight forwarding requirements. Their global footprint, standardised processes and industry expertise have strengthened our ability to drive efficiencies, and supported us to make more sustainable shipping decisions through better planning, consolidation and optimal mode selection across all sites.

In manufacturing, we successfully trialled leading-edge subtractive processes using MEI Core Technology. This uses block-less, automated cutting to create lenses more quickly and efficiently - while additive technology replaces traditional wet processes with on-demand, digitally printed lens coatings. Both innovations have now moved into full delivery, with orders placed and installations underway across our network, marking a transformation in how we manufacture products globally.

And our new Joint Venture Partnership lens manufacturing site in the Philippines, AVP, saw a successful first year of operation, initially serving the ANZ market. Supply for our European operation will follow, building up to four million lenses per year. The facility forms part of a range of optimisation projects in lenses in 2026, improving security of supply, and maintaining our commitment to quality and value.

Our partnership with DSV helps us to make more sustainable shipping decisions.



Sustainably making a difference

When it comes to sustainability, our responsibilities go beyond mitigating our impact on the planet - they extend to supporting the people we work with, and maximising our social contribution within the communities we serve.



That's why our sustainability strategy is rooted in doing what's right for people and the planet, going beyond compliance while staying aligned with global legislative requirements. We have bold goals, but we're committed to taking meaningful steps that ensure we can continue to make a positive impact on the world, both now and in the future.

We also recognise the significant role we play in generating tax revenues in each country in which we operate. In the fiscal year ending 28 February 2026, Specsavers globally, its businesses and its partners, paid £439m in various taxes directly attributable to them. In total, £1.081bn of taxes were generated and collected for the governments of the countries in which those businesses operated. Full details of our tax strategy are available on our website.



Supporting our local communities

Our position

We believe healthcare is a basic human right, not a privilege, which is why we're always working to make quality, affordable eyecare and hearing care accessible, supporting those who may face barriers to access. We're dedicated to making a positive impact by integrating into local communities, while creating social value by leveraging our industry influence, geographical presence, skills and resources.

Our progress

Over the past year, we were involved in several activities in aid of regional, national and international causes. Our stores also support a multitude of important local projects and initiatives - ranging from a store team in Mississauga pulling a 60-tonne FedEx cargo plane to raise CA\$12,000 for Orbis Canada, helping to tackle avoidable blindness; to 85 colleagues from across Victoria, Australia taking on the 30km Coastrek challenge for Beyond Blue's mental health services.

From community-led fundraising to international partnerships, we're proud of the difference we make.

Our highlights

The UK and Ireland

Our teams gave more than £1.6 million to charities and good causes, including long-standing support for organisations such as Glaucoma UK, Blind Veterans UK and Carers UK.

Our homelessness programme continues to support people affected by homelessness who face major barriers to accessing essential eye and ear health services. Through our partnerships with Crisis, The Big Issue, Vision Care, Simon Community NI and EveryYouth, we're aiming to remove those barriers, delivering care where it's needed and influencing national policy.

In 2025, our homelessness programme helped more than 1,300 people receive support through in-store clinics (often outside standard retail hours), alongside pop-up services in community charity hubs.

Our stores in Ireland continued their partnership with The Hope Foundation by supporting access to eyecare in Kolkata, India.

Northern Europe

Our Give Sight to Tanzania project is one of our most established community initiatives. Each year, volunteers travel to Tanzania to deliver eye care services. On the most recent trip, our Norwegian team conducted an eye camp to deliver more than 1,400 sight tests and provide essential vision care to local communities. Sweden rejoined the programme last year, hosting an additional eye camp and carrying out more than 1,300 sight tests, further expanding our reach. Together, these efforts enabled us to support 2,700 people, improving vision and enhancing quality of life.

Pop-up audiology clinic at
Crisis Skylight Oxford.





In support of LykkeLiga, a national handball league for children with disabilities, we launched a 'Selected by' glasses collection across Denmark curated by their players, donating 250,000 DKK for the community.

We continued working with The Salvation Army in the Netherlands for the sixth consecutive year, donating a proportion of our glasses and hearing aid sales to raise €190,000 for community centres that aid people in need.

We provided ongoing financial support through our partnership with The Norwegian Association of the Blind and Partially Sighted, totalling 500,000 NOK.



Top left and right: Volunteers from our stores support our Give Sight to Tanzania project.

Below: Limited-edition frames in collaboration with Martu man and Martumili artist, Corban Clause Williams.

Australia and New Zealand

Our teams donated more than A\$3 million to various local charities and not-for-profit organisations.

In our 17th year of partnership, we have donated just short of A\$12 million in support of The Fred Hollows Foundation, enhancing access to eyecare for Aboriginal, Torres Strait Islander, and Pacific Islander communities.

Our support for The Foundation spans a number of initiatives; most recently launching limited-edition frames in collaboration with Martu man and Martumili artist, Corban Clause Williams in Australia, and with renowned Māori artist Kura Te Waru Rewiri in New Zealand. Combined, almost 23,000 frames were sold in 2025, raising more than A\$560,000.

Over the past year, our donations helped The Foundation and its programme partners provide 48,926 eye tests, perform 2,187 eye surgeries and treatments and 4,590 diabetic retinopathy treatments, distribute 8,640 pairs of glasses, and train 83 eye care professionals - as well as enable training or continuing education for 197 healthcare workers.

Through our Kids Go Free programme in New Zealand, our optometrists conducted more than 76,000 free eye tests for children under 16, helping parents to keep track of eye health and take preventative measures.

Canada

We promoted eye health information and support through our ongoing sponsorship of organisations and events, such as the Canadian Council of the Blind, Fighting Blindness Canada, and the Diabetes Canada annual conference.

Through the Lions Recycle for Sight programme, our stores encouraged recycling by providing containers that collect glasses to be diverted from landfill to optical missions around the world.

Our newly launched Community Vision initiative helps change lives through better sight by supporting Canadians who face barriers accessing eye care. Powered by our store partners, the programme responds to a very real need: ensuring cost is not the reason someone goes without clear vision. We're aiming to provide 10,000 free pairs of glasses to those who need them most within the first year.

The team from Thai Optical Group visit Jaroenratupattham school's new activity ground.



Supply Chain

We worked with Thai Optical Group to transform waste from our plastic lenses into blocks that are repurposed for developing buildings. One such project was Jaroenratupattham school's activity ground, which was transformed using 5,000 blocks.

Our UK supply chain teams volunteered more than 1,000 hours to support community initiatives.

“Sustainability at Specsavers isn't just our long-term ambition – it's something we're actively integrating into every corner of the business every day. Over the past year, we've made tangible progress, from reducing our environmental impact to building stronger partnerships that help us create lasting social value.

Tracy Pellett, Business Transformation Director

Protecting our planet

Our position

We're committed to taking responsibility for the impact we have on the planet by improving how we run our business, from the products we source to the stores, support offices and sites we operate.

By reducing our carbon emissions, aligned to science-based targets, we aim to reach net zero carbon across our business by 2050 at the latest. We're continually improving our processes and activities to build resilience against climate change and take meaningful steps to further reduce our environmental footprint.

Our progress in 2025/26

Decarbonisation

Our continued growth enables us to help even more people with their sight and hearing. As a result of this expansion, our total energy use and associated Scope 1 and 2 emissions (those within our operational control) increased by approximately 25% compared with the previous year.

This increase reflects purposeful growth rather than reduced environmental ambition. We have an actionable roadmap in place to achieve our 2030 commitments, and will continue to secure renewable electricity across our global operations. Last year, we further strengthened our energy efficiency programme, and maintained 66% renewable electricity usage worldwide.

All operations across Northern Europe, including our manufacturing and distribution site in Hungary, Szatmár, are powered by 100% renewable electricity, as are all the buildings we operate or occupy in Australia.

In addition, a comprehensive LED lighting upgrade at Szatmár cut electricity use by 300,000 kWh annually, and an on-site solar panel installation now generates approximately 500,000 kWh of electricity each year.

Our UK support offices also benefited from energy efficiency upgrades with the installation of almost 500 solar panels at our Guernsey site, and a switch from gas heating systems to electric heat pumps powered by renewable electricity in Nottingham. Based on current modelling, the heat pumps are expected to reduce annual operational carbon emissions by approximately 21tCO₂.

To support our calculation of Scope 3 emissions (those generated by suppliers and organisations we work with), we launched a supplier engagement campaign and webinars. The first phase targeted our suppliers with the most material spend, educating on our decarbonisation strategy, calculation methods and reduction opportunities.



Products and materials

We define sustainable materials as those from renewable or recycled sources, that are capable of being recycled or biodegraded at end-of-life under appropriate conditions. We assess these based on supplier data, material testing and recognised third-party certifications, supported by established, quality sustainability and supply chain controls.

Across our global frame range, over 44% of our available frame options (a 14% increase on last year) and 80% of our glasses cases currently contain materials that meet our defined sustainability criteria.



We successfully transitioned our standard demo lenses to recycled plastic. This milestone covers over 2,300 SKUs across 34 manufacturers, all now produced using 100% recycled PMMA. Globally, this means more than 26 million demo lenses switching to recycled plastic, significantly reducing our reliance on virgin materials and supporting a more circular approach to product design.

We analysed the results of our optics Life Cycle Assessments (LCA) on key optical products, including frames, ophthalmic lenses and monthly and daily contact lenses. This has given us deeper insight to help prioritise work on our environmental impacts and the choices associated with material and manufacturing processes.

Packaging

We introduced a process to recycle backing paper from our labels at manufacturing sites in the UK, aiming to reduce our packaging waste by approximately seven tonnes annually.

A trial involving the use of plant oils in place of crude oil-derived materials in our own-brand contact lens packaging indicated a positive reduction in environmental impact associated with virgin raw materials.

Using advanced auto-sortation robots, we reduced the number of store dispatches from our Kidderminster manufacturing sites by two-thirds. This change eliminated almost 300,000 parcels annually, and decreased the amount of cardboard waste that each store needs to recycle.

51 tonnes

of waste recycled in the last year, through our partnership with Opticycle in Australia and New Zealand.

Water

Through a targeted programme of operational upgrades, we achieved a 3.56% year-on-year reduction in water use across our UK manufacturing and distribution sites.

By enhancing the efficiency of our ophthalmic lens-washing lines, lowering flow rates on hard-coating equipment, and streamlining water management in our coating pre-etch machinery, we delivered measurable savings in water consumption.

Resource management

We continued end-of-product-life recycling programmes, enabling customers to donate their pre-loved prescription glasses and sunglasses for charitable and environmental causes.

In Australia and New Zealand, we partnered with Opticycle to develop a recycling solution for frames, lenses, contact lens blister packs, and optical manufacturing materials and returns generated through lens production, finishing and product lifecycle activities.

Recycling solutions for glasses are in place across our Northern European region, with the Netherlands and Denmark launching partnerships with TerraCycle® to ensure frames returned from stores, such as discontinued or damaged stock, are recycled responsibly. For hearing aids, in line with the EU Waste Electrical and Electronic Equipment (WEEE) Directive and the Dutch Green Deal, we return customers' end-of-life products to manufacturers for recycling and certified disposal.

In the UK, MyGroup collect used glasses, contact lenses, frame cases, contact lens packaging and demo lenses from our stores to be reused as new products, repurposing more than 70 tonnes of materials.

We're also working to reduce operational waste from our stores, including general, recycling and food waste. Across the UK and Ireland, over 320 businesses are now partnered with First Mile to manage and prevent disposing of waste to landfill.





We're now a proud Network Member of the Ellen MacArthur Foundation, which is committed to the creation of a circular economy that eliminates waste and pollution, circulates products and materials, and regenerates nature, creating an economy that benefits people, business, and the natural world.

Joining the Foundation is a big step towards hitting our environmental goals and creating a model where our products and resources get reused and repurposed as much as possible, while continuing to offer great value and life-changing sight and hearing services.



Sustainability learning

Harnessing the energy of our colleagues, both individually and collectively, is crucial to achieving our sustainability strategy. That's why we're equipping them with the knowledge and confidence to contribute to our long-term sustainability goals in their daily work.

We created a sustainability-focused optical CPD session to support clinicians in the industry to integrate sustainability into everyday clinical and dispensing decisions, while providing exceptional care.

Our waste management module launched to store colleagues in the UK and Ireland, aligned with regulatory changes.

25,000

global leaders and store teams in Australia, New Zealand, the UK and Ireland participated in our sustainability programmes.





Safeguarding human rights and trading ethically

Our position

Understanding where our products, services, technology and equipment are sourced and made, as well as the risks and the opportunities across our operations, is an essential part of our due diligence. We have strong, long-term relationships with our suppliers, and we work together to ensure those in our supply chain are treated fairly, with dignity and respect. Our regular audits and robust processes aim to ensure that neither bribery and corruption nor slavery and human trafficking exist in our supply chain.

Full details of our Modern Slavery Statement can be found on our website.

Our progress in 2025/26

We held a global supplier conference on various topics relating to sustainability, one of which was key deliverables on ethics.

We implemented a revised due diligence process for our Buying teams, underpinning our commitment to protect workers in our supply chain.

We increased the number of the suppliers connected to our SEDEX ethical and environmental data platform, covering 70% of our goods for resale tier 1 suppliers. This supports us to report more transparently on our suppliers' performance, identify risks with greater accuracy, and focus our efforts accordingly.

Over the last two years, 107 supplier sites have taken part in independent third-party social and environmental audits. Where non-compliances are found, we work closely with suppliers to resolve and improve standards, so workers are protected and environmental impacts are addressed. As a result, we're seeing significant improvements in the correction of non-compliances within a shorter timeframe.

Globally, over 27,000 colleagues completed our annual modern slavery awareness training.

Looking forward

Every year, as I reflect on the previous 12 months, an abiding memory lingers in my mind, long after 'the curtain falls.'

It might be an inspiring piece of customer feedback, or a career move that stretches someone beyond what they thought possible. Perhaps a story that brings to life how our partners and colleagues have made a difference to one of the thousands of local communities they support.

This year, my stand-out moment was presenting in front of 400 partners and colleagues at our first Canadian seminar in Toronto. It marked the culmination of a dream that started five years before, in the middle of lockdown, as two board colleagues and I considered an opportunity to expand into Canada.

I have to say, as we sat there in January 2021, not one of us had a spreadsheet open; not one of us had a calculator on our desks, and we didn't once mention return on investments or payback periods. There was just one question: how could Specsavers entering the Canadian market make things better?

How could we positively impact customers? How could we improve the quality of care provided? How could we ensure access to high-quality, great-value healthcare was a right and not a privilege, for all Canadians?

How could we make things better for practitioners? How could we help them provide the highest standards of care, and deliver an ownership model that rewards them for doing so? How could we give them the opportunity to help shape the future of their sector?

Today, what we've achieved in Canada (some of which is documented in this report) is the result of a huge amount of hard work and commitment from many people. My sincere thanks to everyone involved in making this dream a reality.

It also represents a leap of faith by practitioners, who put their heads above the parapet and stood up for what they believed in - that there was a different way, a better way, to provide the highest standards of care - by becoming a Specsavers partner. A huge thank you to all who put their faith and confidence in Specsavers.



Of course, this principle is not uniquely about Canada. Across every market, Specsavers is built on a partner-led model that isn't tied to the shackles of private equity, banks or stock markets. It means we can live by our ethos: 'first do right, then do well', which creates the business we are today. It's a torch carried by 5,000 partners and 50,000 colleagues across the globe - a passion we all share.

These pages bear testament to the achievements of our partnership over the past 12 months:

- **The delivery of plans and activities**
- **The innovations that help us provide better service, care and value**
- **The initiatives that sustain our success and help further improve our business model**

Where this annual report struggles a little, despite the complete brilliance of our communications teams, is bringing alive the passion and fervour of our partnership; what drives us each day - our purpose.

It's the realisation that at Specsavers, we don't just sell glasses, hearing aids or contact lenses, and we don't just perform eye tests or ophthalmic surgery.

What we do is fulfil lives.

We help teachers to educate. We enable doctors and nurses to care. We support our communities to thrive. We bring families and loved ones together.

It's our purpose - to change lives through better sight and hearing - that brings the various parts of the Specsavers family together. As ever, my final thought is for every person who plays a part in making this happen; from our partners and colleagues in store, to those who work in our support offices and factories, across the Specsavers globe.

Thank you for bringing this purpose to life. Thank you for making a difference, for creating positive change, for making things better in the world around us. You are completely inspiring.



John Perkins
Chief Executive Officer and Chief Sustainability Officer

Specsavers Executive Board

Doug Perkins CBE
Chairman and Founder



In addition to his role as Founder and Chairman of the group, Doug has been a qualified, registered optometrist for more than 50 years. As such, Doug maintains specific responsibilities for the advancement of professional standards and supporting the regulatory agenda across our markets.

Doug and his wife, Mary, established Specsavers' joint venture partnership model in 1984, with the vision of making eyecare affordable to all.

In 2025, he was made a Commander of the Order of the British Empire for his services to business and trade.

Dame Mary Perkins
Founder



A qualified and registered optometrist for more than 50 years, Mary plays an active role in the business in a number of areas, including driving customer service standards, championing our values, and shaping our corporate responsibility commitments.

Mary is also actively involved with a significant number of national and local charities, and was made a Dame Commander of the Order of the British Empire in 2007. She was appointed ambassador for Vision Aid Overseas in 2009.

John Perkins

Chief Executive Officer
and Chief Sustainability Officer



John has overall responsibility for the partnership and the strategic direction of the group. John joined Specsavers in 1998 and worked in UK stores and operations, as well as a number of international teams, before joining the board in 2003.

A qualified chartered accountant with an MBA in retailing, John spent three years with Deloitte before joining Specsavers.

Nigel Parker

Chief Strategy and Growth Officer



Nigel joined Specsavers from ophthalmic lens manufacturer Essilor in 1997. In 2006, he joined the board to provide leadership for Australia, New Zealand and Northern Europe - and went on to spearhead our expansion into North America.

Nigel is responsible for driving our overall strategic and growth agendas. He additionally maintains responsibility for our North American businesses, representing Canada and the US on the Specsavers Executive Board.

Pauline Best

Chief People Officer



Pauline first joined Specsavers from Vodafone in 2008. During her first 10 years in the business, she led the delivery of our people strategy, as well as establishing the core foundations of our people structure and processes.

From 2018, Pauline held several non-executive director roles on other organisations' boards, alongside working as an executive coach and HR consultant. Pauline returned to Specsavers in 2022 with global responsibility for our people agenda.

Paul Fussey

Chief Financial
and Commercial Officer



Paul joined Specsavers in 2009, becoming Managing Director for Australia and New Zealand in 2014. Returning to the UK in 2017 for his current role, he now has accountability for our group finance, tax and treasury, legal, supply chain, commercial and I.T. functions.

A former Finance Director at Boots UK, Paul also held Divisional Finance Director and Managing Director (Manufacturing) roles there, with operations across Europe and the Far East.

Bill Moir

Chief Customer Officer



Bill joined Specsavers Australia in 2017 as Trading Director, later becoming Group Digital and eCommerce Director in 2020. He moved to Canada as Managing Director - North America in 2021, and joined the Specsavers Executive Board in 2022. Bill took up his current role in 2026, providing overall leadership across all key elements of our customer agenda.

Before joining Specsavers, Bill worked with Coles Group in Australia, having previously held various board-level roles in retail organisations across the UK and Europe.

Peter Bainbridge

Regional Director
Europe



Peter joined Specsavers in 2016 as Retail Director, also working across our Domiciliary and Audiology operations, before becoming General Manager of our UK/Ireland optics business. Peter joined the Specsavers Executive Board in 2022, with responsibility for Optics in the UK, Ireland and Spain. In 2025, he became Regional Director - Europe, with overall responsibility for our optics, audiology and Newmedica businesses in the UK, Ireland and Northern Europe.

As a trained pharmacist, prior to Specsavers, Peter led the pharmacy and beauty businesses as Trading Director for Boots.

Peter Wright
Chief Marketing Officer



Peter is responsible for the overall protection, representation and development of our brand, supporting business growth while ensuring that customer experience continues to improve in an omni-channel world.

Peter joined Specsavers in 2021, following 10 years at IKEA (INGKA) where he most recently held the role of Chief Marketing Officer with responsibility for marketing across 30 countries. Prior to this, he also held Marketing Director roles at Thorntons and Tesco.

Simon Hawkins
Group Strategy Director



Simon has been at Specsavers for more than 20 years, joining in 2002 as part of the International Team. He held many marketing and commercial roles, including four-year stints in Australia as Marketing Director and Northern Europe as Trading Director.

In 2019, Simon took up his current role, focusing on our longer-term R&D and strategic agenda, as well as supporting our growth ambitions in North America and within the ophthalmology sector. He joined the Specsavers Executive Board in 2022.

Paul Robinson
Managing Director
Supply Chain



Paul joined Specsavers in 2013 as part of the UK and Ireland product team. He moved in 2017 to become the Product Director in Northern Europe, spending the following six years within our global Supply Chain function. In 2025, Paul became Managing Director - Supply Chain, delivering the effective sourcing, manufacture and flow of products around the world, alongside his global team.

Before joining Specsavers, Paul worked for Walgreens Boots Alliance, holding various commercial roles.

Kerstin Hills

Global People Director



Kerstin joined Specsavers in 2017 as HR Director for Group Functions, going on to hold a number of HR Director roles across Europe, before becoming Group Talent and Development Director in 2022. After taking up a leadership role with The Entertainer in early 2023, to set up their People function, Kerstin returned to Specsavers in late 2024 as People Director - Regions. She began her current role in 2026, taking on day-to-day operational leadership of our People and Organisation function, and becoming a member of the Specsavers Executive Board.

Prior to her time at Specsavers, Kerstin held various HR leadership roles at retailers Screwfix and B&Q.

Paul Bott

Managing Director

Australia and New Zealand



Paul joined the Specsavers Executive Board in 2017 as Group Commercial Director, before returning to Melbourne in 2019. Paul now has overall responsibility for our ANZ operation.

Joining Specsavers in 2005 as a Commercial Manager, Paul went on to establish our Hong Kong office, prior to working on our ANZ market entry. As Commercial Director, Paul led the region's core functions, from IT to Optometry. A chartered accountant, Paul has also worked for finance brands Andersen and Deloitte.

Carina Hummel

Managing Director

UK / Ireland Optics



Carina's career at Specsavers began in 2000, when she started as an optical assistant. Following this, she held a range of roles in stores and within our training and retail support teams - before moving into Audiology in 2016, taking various roles including Head of Retail, Director of Operations and General Manager.

Carina later became Managing Director for our audiology business in the UK, Ireland and Spain, with responsibility for the growth and strategy of the business, before moving to become Managing Director - UK/Ireland Optics in 2025. She is also a qualified coach and mentor.

Charlotte Hall
Managing Director
UK / Ireland Audiology



Charlotte joined Specsavers Supply Chain in 2021 as Product Development Director for Contact Lenses and Audiology, before becoming Supply Chain Commercial Director in 2023. In 2025, she moved to the UK retail business to take up the role of Managing Director - UK/Ireland Audiology, leading Specsavers' audiology strategy, growth and operations.

Before joining Specsavers, Charlotte worked within the grocery sector, having previously held roles with both Asda and The Co-Op.

Richard Owens
Managing Director
Northern Europe



Richard joined Specsavers in 2004 as a regional development manager, moving into various roles leading our retail support teams. In 2008, Richard became Director of Retail Advancement for Australia and New Zealand, before returning to the UK business in 2010 as a retail development consultant.

Richard joined our Northern Europe region in 2013 as Director of Retail Operations, before taking on the role of Retail Director. In 2022 he became Managing Director - Northern Europe, and joined the Specsavers Executive Board.



“ I really
FEEL
CARED
FOR
HERE”



At Specsavers, you're able to develop your career exactly how you want to. Find out just how many amazing and rewarding opportunities we have.

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