

Gender pay gap report | 2025



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

Diversity and inclusion (D&I) continue to be our focus as we move into the fourth year of our global D&I strategy.

This year we're sharing gender pay reports for both Specsavers Optical Superstores (SOS), while also sharing our first report for Specsavers Fulfilment Services UK Limited (SFSUK), formed 1 March 2025.

SFSUK includes Vision Labs who we previously reported for, and Airways Optical, International Glazing Services, Lens-online and Hi-Spec Lenses.

Since our last report for SOS, we've seen:

- An improvement in the pay median for the fourth year in a row, reducing by 4.5% to 18.6%
- Pay mean increased by 1.5% to 12.3%, bonus mean by 3.1% to 15.6%, and bonus median by 3.6% to 31.3%. These measures continue to be influenced by having more men in senior roles
- 98% of men and women received bonus
- Representation in senior roles improved year-on-year, with fewer women in the lower middle pay quartile, and more women in both upper pay quartiles

Though not all pay gap measures have improved this year, since we started reporting for SOS in 2017, pay and bonus mean and medians have all decreased by at least 20%. Pay mean reducing by 22.9%, pay median by 23.3%, bonus mean by 32.9% and bonus median by 20% since 2017.

As it's our first report for SFSUK we shouldn't compare the data year-on-year and we'll be able to review true progress next year. For our first report:

- Pay mean is 12.9% and pay median is 8.5%
- Bonus mean is 43.3% and bonus median is 0%
- 32% of men received bonus, compared to 22% of women



Like SOS, having more men in senior roles is contributing to the difference in these pay measures.

While I remain encouraged by our overall progress in SOS and look forward to reviewing progress for SFSUK next year, we remain committed to improving female representation in our most senior roles.

We continue to invest in our gender balance activity, which we believe is contributing to the improvement in female representation we saw in the SOS data, through:

- Continuing our approach to advertising salaries on roles and using gender-neutral language in our job adverts, to encourage more females to apply
- Ensuring interview shortlists for hiring managers are balanced where possible
- Continuing with balanced interviewing panels for all senior interviews, supported by development for hiring managers to help reduce bias

- Continued review of the gender balance activity with a plan to strengthen activity in business areas where there's greater opportunity to improve female representation in senior roles

We've also launched further diversity and inclusion development for our senior leaders, focusing on reducing bias and improving access to opportunity for all colleagues.

We'll continue to listen to colleagues through our Colleague Network Groups and seek new ways to improve representation and make working across Specsavers even better.

As Chief People Officer for Specsavers, I confirm the gender pay gap data in this report is accurate.



Pauline Best
Chief People Officer



Our results for 2025

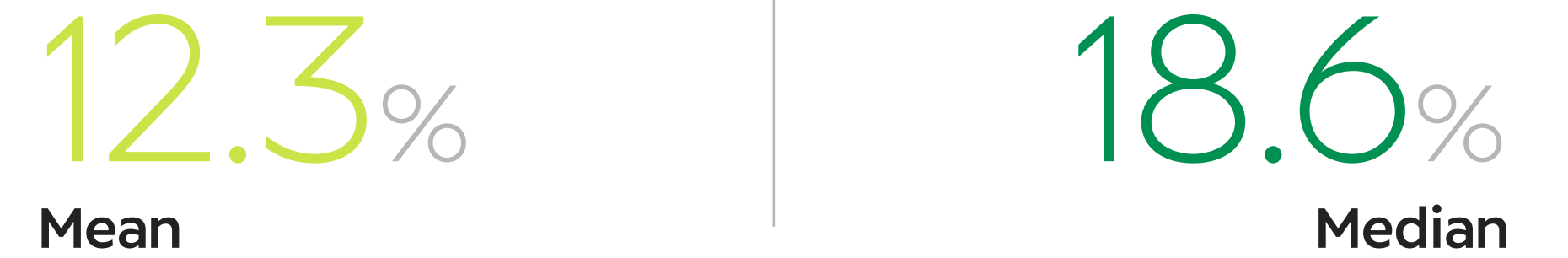
Specsavers Optical Superstores

The information on this page relates specifically to Specsavers Optical Superstores (SOS), our UK support office network.

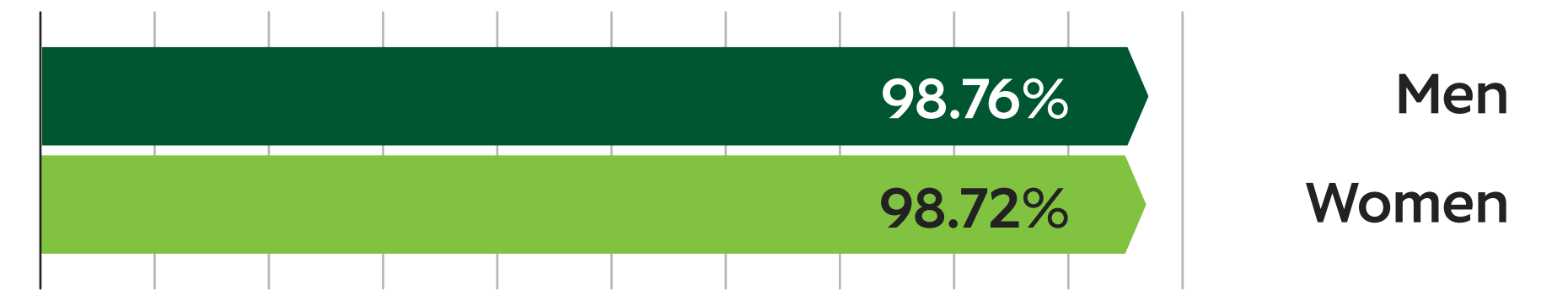
Gender split of population



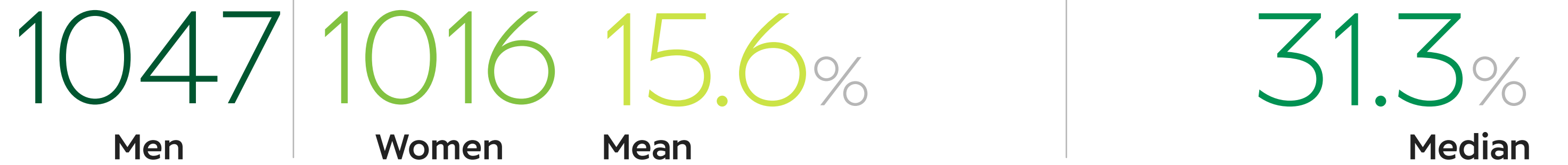
Gender pay gap



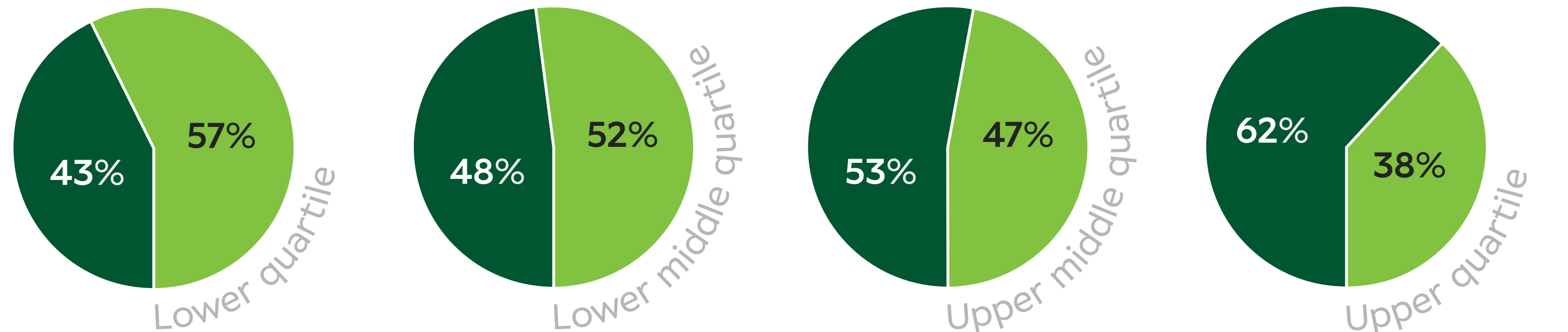
Bonus pay received



Bonus pay difference between men and women



Pay quartiles



Our results for 2025

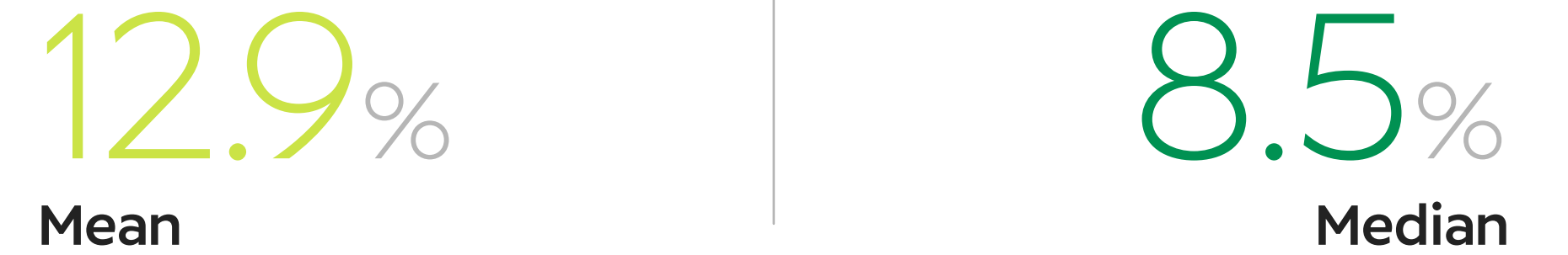
Specsavers Fulfilment Services UK

The information on this page relates specifically to Specsavers Fulfilment Services UK (SFSUK).

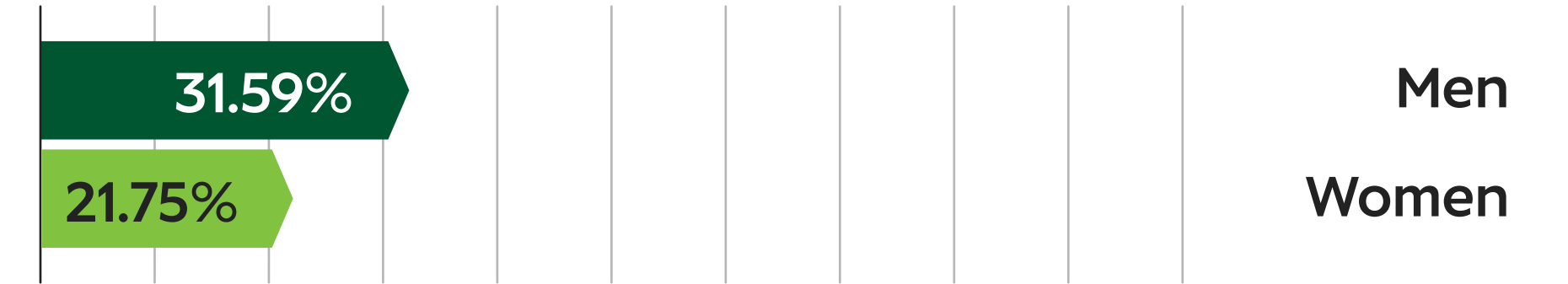
Gender split of population



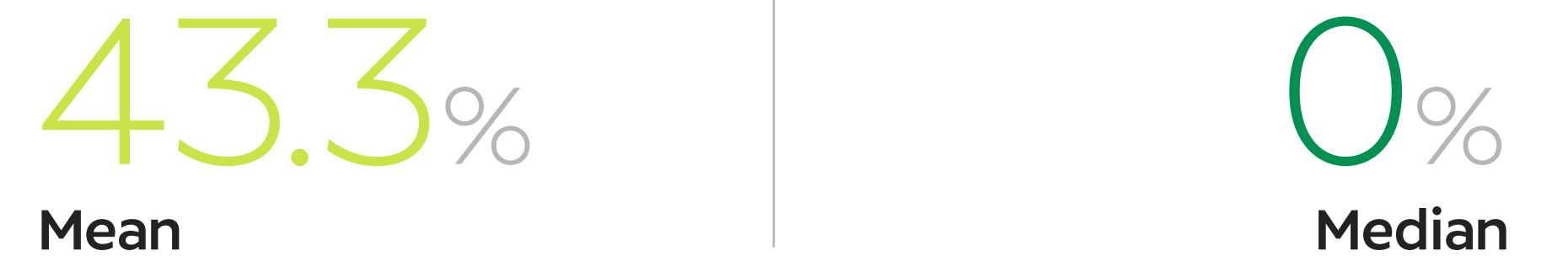
Gender pay gap



Bonus pay received



Bonus pay difference between men and women



Pay quartiles

