



UK GENDER PAY GAP REPORT 2023



**IMPROVING
LIVES** ONE PERSON
AT A TIME.



FOREWORD

Welcome to our annual UK Gender Pay Gap Report, based upon our snapshot payroll data as of 4th April 2023.

CooperCompanies – the parent company of CooperVision and CooperSurgical – continued to drive forward the Inclusion and Diversity agenda throughout 2023. The company has recently created a new Global Centre of Excellence for Inclusion and Diversity, which will continue to help embed inclusion into our everyday ways of working.

Al White, CooperCompanies' President and CEO, highlighted how important this topic is to Cooper:

"Inclusion and Diversity are central to how we operate. Valuing different experiences and perspectives makes us more competitive and helps everyone reach their full potential. These new efforts will make our special culture at Cooper even stronger."

The CooperCompanies' Global Inclusion Council continues to shape our inclusion strategy and promote employees' perspectives.

Our Women's Impact Network (WIN) has grown and developed a comprehensive calendar of events to promote and support women in the workplace. It now has 1007 total members since its launch in March 2021 and 178 allies.

You will find details of all UK-focused 2022/2023 activities in this report. We are proud of the progress that's been made and we are committed to making the most of the opportunities to do even more.

To find out more about career opportunities with CooperVision in the UK and all around the world, please visit: coopervision.co.uk/about-us/careers



Debbie Olive
President
EMEA



Jason Burden
Vice President
Global Packaging

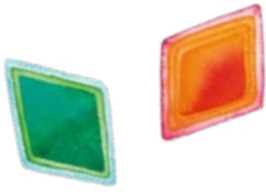


John Worster
Vice President
Global Distribution



Stephen English
Managing Director
UK Lens Manufacturing

We confirm that the information and data reported are accurate and in line with the UK Government's Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.



INTRODUCTION

The gender pay gap is a basic comparison between the mean and median pay for the male and female employees of CooperVision.

You will find specific details of CooperVision's gender pay gap calculations later in this report. The numbers do not take into account the normal differences in market pay rates for different roles, nor do they reflect time in role, individual performance and the results achieved.

CooperVision currently has more males represented in senior positions and we are committed to improving female representation in senior positions. This drives our gap findings, as the senior positions in most companies reward with higher basic and variable pay (such as bonus opportunities and equity).

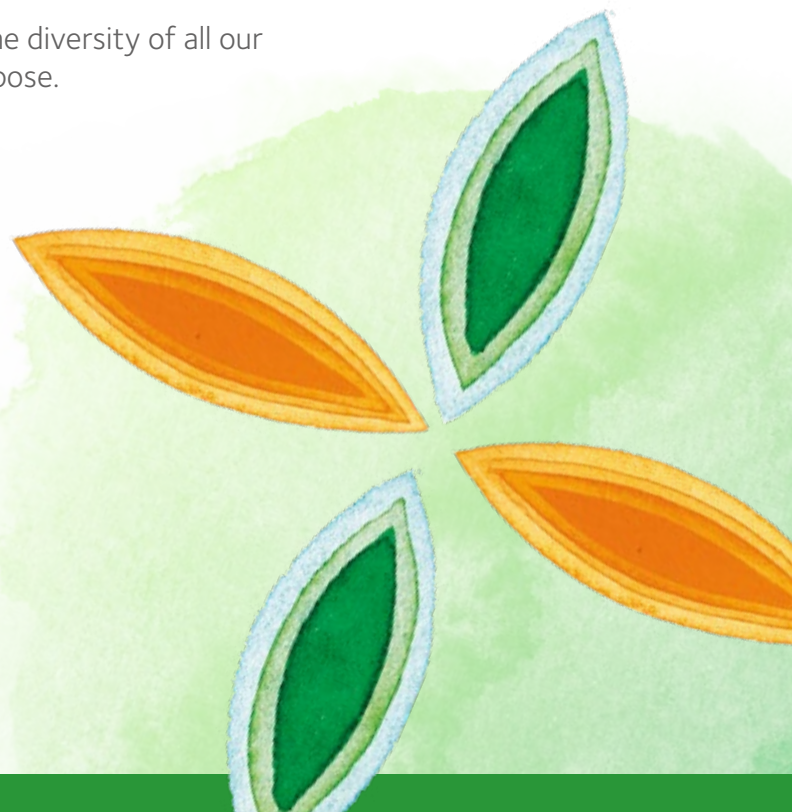
Our two lower quartiles remain broadly equally divided between male and female employees, with the gap widening for the two upper quartiles.

CONTEXT

CooperVision employs over 2,581 people in the UK across a wide range of Manufacturing, Operations, Commercial, R&D and Global Support function roles.

Every role is different, but we all share the same purpose: to help improve the way that people see each day.

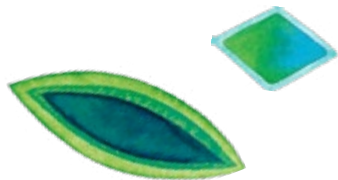
We believe that an inclusive culture that values the diversity of all our employees is key to helping us deliver on our purpose.



INCLUSION & DIVERSITY ACTIVITIES:

Our Vision for Inclusion and Diversity (I&D) is to:

Ensure all employees feel a sense of belonging, acceptance, respect and know they are valued by creating a safe and equitable environment that allows all employees to contribute their whole selves and all their talents to make our company the best it can be.



CooperCompanies has appointed a Global Senior Director and team to lead and coordinate globally and regionally-led initiatives that are meaningful to employees at each site.

The I&D objectives are centered around supporting Employee Resource Groups - employee groups that have traditionally been under-represented - and expanding the culture of belonging throughout the organisation:

- Partner with the business to ensure we have the right and diverse workforce available to enable business growth and results.
- Provide I&D capability development, competency development and share best practices for learning to be equitable.
- Provide I&D data and analytics to understand how we are making an impact.
- In short, a place we are all proud to be a part of.

Over 90 Inclusion and Diversity ambassadors have been recruited and trained across the main manufacturing sites to work on local focus areas, in partnership with site leadership and the Global I&D team.



EMPLOYEE RESOURCE GROUPS

We want to make Cooper a great place for women and other traditionally under-represented groups to work, develop and grow their careers. To help accomplish this, we have launched a set of Employee Resource Groups (ERGs) throughout the company.

One of these ERGs is focused on the advancement of women at CooperCompanies.

The Women's Impact Network (WIN) ERG seeks to encourage, mentor, network and empower each other to advance gender equality globally across our business.

We value the importance of having diverse representatives and encourage colleagues from across the globe to participate in the programme, including allies.

WOMEN'S IMPACT NETWORK – EMEA CHAPTER



WIN has delivered a varied programme of activities, including 'Managing Difficult Conversations' training workshop, 'Communicating with Presence', 'Female Leadership Experience Sharing', 'Allyship in Action: Awareness' and many others. A key initiative is the 'Mentorship Programme'.

This activity is designed to empower women and allies to grow professionally through the development of a relationship with a senior woman/ally within CooperCompanies. We have also introduced the concept of 'WIN Bubbles' which is a targeted programme focused on creating an environment for sharing and discussing relevant WIN topics and insights relating to inclusion and diversity in cross-functional groups.

LGBTQ+ AND AFRICAN DESCENT ERGs

In addition to our WIN ERG, we have launched the African Descent ERG in the United States and the LGBTQ+ ERG on a global basis. These ERGs are employee support groups that are governed by our Global Inclusion Council in support of all employees and serve as a key part of our Inclusion and Diversity strategy.



CAREER STORIES

In 2020 we launched our new People Promise 'Encouraging Brighter Futures at CooperVision'. We worked with employee focus groups to create three key pillars which represented our shared values:



**Brighter
Lives**



**Brighter
Opportunities**



**Brighter
Together**

We believe that sharing our career stories around the business is hugely important in helping to deliver our People Promise. These stories are shared weekly, showcasing different perspectives, insights and success stories that focus on women's careers.

CELEBRATING WOMEN OF EXCELLENCE

CooperCompanies has taken a more focused approach to highlighting women in senior positions, not only to showcase their contribution to the company, but also to showcase them as role models for others.

Throughout 2022/2023, we have celebrated International Women's Day through a number of activities. For example, we shared a video from women across the company to reflect on their roles, the advancement of women and what's ahead.

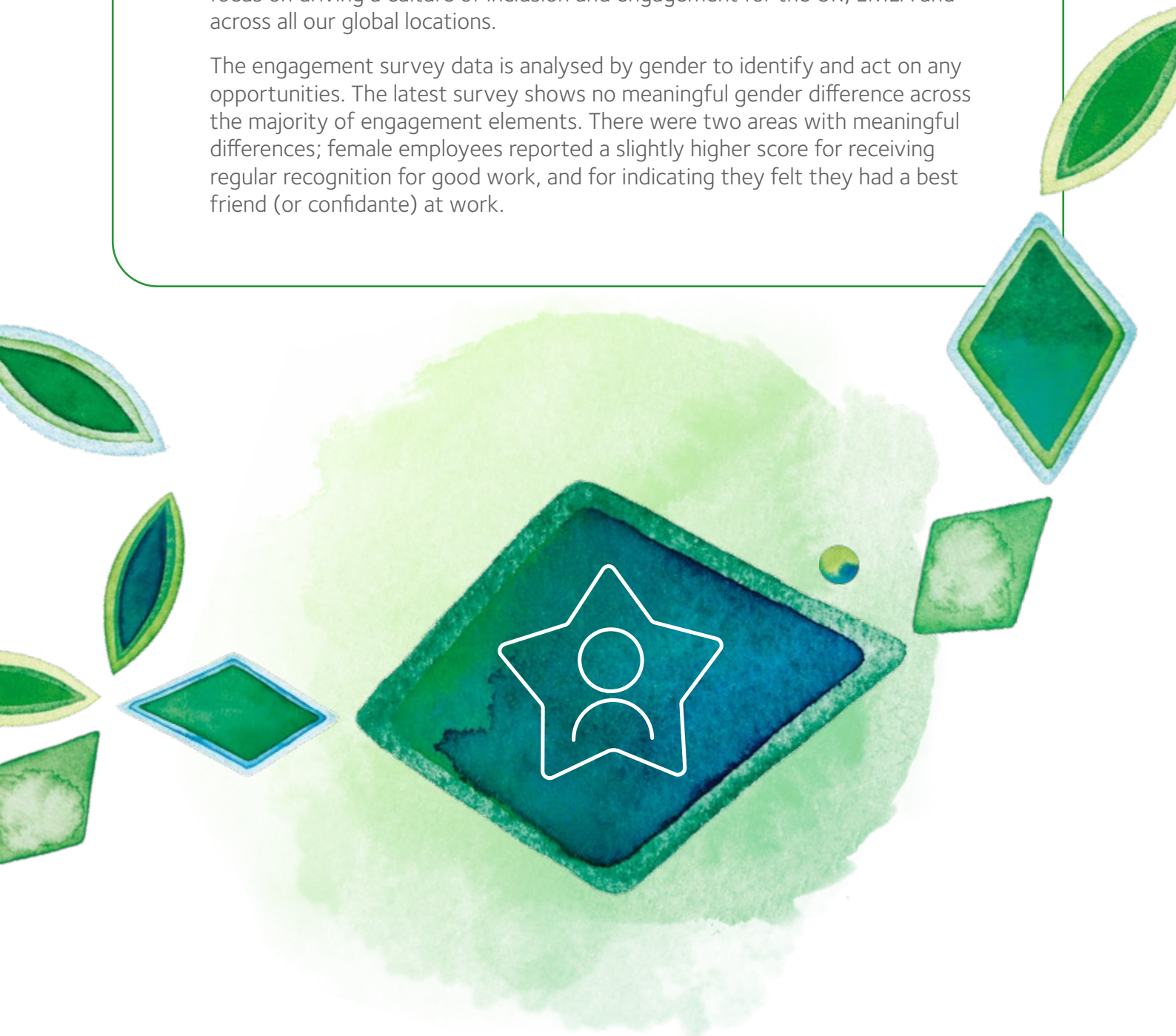
CooperCompanies now has a 50% split of female and male board members.



EMPLOYEE ENGAGEMENT SURVEY

The Gallup Q12 Employee Engagement Survey was first launched across EMEA in November 2019, with over 3,500 EMEA employees participating. Gallup is our global engagement survey partner with over 12,100 global employees participating in 2023 (achieving an 84% response rate - 3 points higher than the Gallup average). The global survey includes a specific question focused on inclusion and a feeling of belonging. The results to this question have remained statistically consistent from 2022. These results help our continued focus on driving a culture of inclusion and engagement for the UK, EMEA and across all our global locations.

The engagement survey data is analysed by gender to identify and act on any opportunities. The latest survey shows no meaningful gender difference across the majority of engagement elements. There were two areas with meaningful differences; female employees reported a slightly higher score for receiving regular recognition for good work, and for indicating they felt they had a best friend (or confidante) at work.



TALENT ATTRACTION

We always aim to ensure that there is a diverse list of candidates for open roles. When working with external recruitment suppliers, we request they share a gender balanced shortlist. In 2023, we strengthened this requirement. External recruiting firms were advised about the importance of diversity on both candidate slates and interview panels. Qualified diverse candidates are now required for each director-level and above search.

When advertising, we review our job adverts with a gender lens, ensuring that the language is neither too heavily male/female orientated and that they actively reflect the organisation and our commitment to inclusivity.





TALENT DEVELOPMENT

We continue to drive a learning culture where all our employees feel empowered to grow their skills and achieve career goals every day. Over the last few years, we have invested in LinkedIn Learning, expanded our leadership development programmes, implemented a consistent performance management and talent review approach, launched fireside chats and global upskilling webinars, expanded our I&D program, added a new Mind and Body Wellbeing ERG, and much more.

We have evolved our learning and development strategy to focus on a philosophy of development for supporting managers to coach their teams and lead regular check-ins. These initiatives drive individual development planning, create an open environment to share performance feedback and review strengths and career aspirations. In addition, we have begun to leverage Gallup's Clifton StrengthsFinder, a digital assessment tool that helps employees and their managers understand what they do best. This tool, along with team workshops, help drive insights into how we can harness strengths to drive engagement, development, team effectiveness and career progression.

As part of the recruitment process, we direct managers to participate in recruitment process training in order to raise awareness of the benefits of diverse candidate shortlists and diverse interview panels. We require that interview panels have a balance of gender representation where possible.

To achieve this, we encourage managers to invite stakeholders from outside of immediate teams to get involved in the hiring process. This promotes a more diverse and inclusive review of candidates' skills and experience for all senior level positions. In 2023 our Talent Acquisition team attended training on 'Unconscious Bias'. Talent Acquisition Specialists are guiding managers on how to avoid unconscious bias and therefore attract more diverse talent.

We provide those identified as high performing talent with additional resources, such as coaches and mentors, to support career development plans.

The CooperCompanies website has been updated to reflect and promote our inclusive workplace and to raise our external voice to the marketplace.





OUR LEARNING CULTURE

- Shifting to a growth mindset, which is about lifelong development as well as required training.
- Learning as a joint relationship between Cooper, managers, and employees.
- Enabling employees to grow professionally and personally.
- Access to virtual, digital and in-person learning opportunities.



METRICS

We are continuing to develop our regular management reporting on recruitment, as well as on employee movements (such as promotions) to ensure that diversity - including gender diversity - is more widely understood and actively considered across the business. For example, we track the representation of gender at different levels of the organisation on a global basis and compare ourselves to leading industry benchmarks. We use these comparisons to drive our actions to improve our gender balance.



COOPERVISION UK'S GENDER PAY GAP DATA ANALYSIS

All companies in the UK with more than 250 employees are legally required to report annually, in broad terms, the difference in average earnings of their male and female employees. This is called the gender pay gap and is defined as being the difference in mean and median hourly pay, as well as bonuses, between men and women. The data is quite broad and at a high level. It does not take into account the individual's role, performance, skill sets and education levels; factors that can all impact the pay of an individual.

Gender pay differs from equal pay. Equal pay is a direct comparison of the pay of two people, or groups of people carrying out the same or equivalent work. We regularly review our pay practices to ensure that there are no inequities in the pay of men and women in the same roles.

Legislation sets out which elements of pay are included and excluded, so the data shown here excludes employees on reduced pay - for example those on maternity and paternity pay, sick pay and unpaid leave.



SUMMARY

| | Male | Female |
|------|-------|--------|
| 2023 | 1,459 | 1,122 |
| 2022 | 1,439 | 1,076 |
| 2021 | 1,543 | 1,143 |

We recognise that the results are relatively flat over time, although there has been an increase in the gender pay gap, including a bigger increase of the median bonus gap. The bonus gap remains material because more significant bonus opportunities (including the equity-based long-term incentive plans) are predominantly awarded to senior management employees and above.

In particular, the median bonus gap has increased because more employees received bonus payments, which skewed the median payment away from the traditional “midpoint” (which is usually around the same cash payment made to males and females for 15 years’ service).

The actions we have outlined in this report represent a continued journey which we expect, in time, to be reflected in more females appointed to more senior roles within CooperVision and so narrow the gender pay and bonus gap results.

GENDER PAY GAP REPORTING

Quartiles

| Reporting Period | May 2022-April 2023 | | May 2021-April 2022 | |
|-----------------------------|---------------------|--------|---------------------|--------|
| | Male | Female | Male | Female |
| Upper Quartile | 69.1% | 30.9% | 71.2% | 28.8% |
| Upper Middle Quartile | 56.9% | 43.1% | 59.5% | 40.5% |
| Lower Middle Quartile | 46.5% | 53.5% | 49.0% | 51.0% |
| Lower Quartile | 53.6% | 46.4% | 49.3% | 50.7% |
| Full Pay Relevant Employees | 2,581 | | 2,515 | |

As we have noted earlier in the report, the gender division shown in the upper and upper middle quartiles are what drive the gender pay and gender bonus gaps. We believe that the Inclusion and Diversity focus and strategy alongside supporting women in our organisation will help to bring a positive change to these numbers in the future. We will continue to monitor their effectiveness, evolving our responses where appropriate.



HOURLY PAY

| Report | Mean | Median |
|------------|--|---|
| Definition | <p>The mean gender pay gap is the difference in average hourly rates of pay that male and female employees receive.</p> <p>It is calculated by adding each gender's pay figures together and dividing by the number of employees of that gender.</p> | <p>The median gender pay gap shows the difference in the midpoints of the ranges of hourly rates of pay for men and women. It is calculated by ranking all the figures in descending order from the highest to the lowest and taking the figures in the middle of the list.</p> |
| 2023 | Male pay is 17.5% higher than female pay | Male pay is 12.2% higher than female pay |
| 2022 | Male pay is 17.6% higher than female pay | Male pay is 10.1% higher than female pay |
| 2021 | Male pay is 17.1% higher than female pay | Male pay is 16.9% higher than female pay |

BONUS PAY

| Report | Mean | Median |
|------------|---|---|
| Definition | The mean gender bonus pay gap is the difference in average hourly rates of bonus pay that male and female employees receive. It is calculated by adding each gender's bonus pay figures together and dividing by the number of employees of that gender. | The median gender bonus gap shows the difference in the midpoints of the ranges of hourly rates of bonus pay for men and women. It is calculated by ranking all the figures in descending order from the highest to the lowest and taking the figures in the middle of the list. |
| 2023 | Male bonus pay is 57.9% higher than female bonus pay. | Male bonus pay is 33.3% higher than female bonus pay. |
| 2022 | Male bonus pay is 57.8% higher than female bonus pay. | Male bonus pay is 0% higher than female bonus pay. |
| 2021 | Male bonus pay is 72.8% higher than female bonus pay. | Male bonus pay is 23.9% higher than female bonus pay. |

The table below illustrates the proportion of men and women who received bonus payments, indicating an overall decrease. The significant shift in the mean and median bonus differences compared to last year can be attributed to a large portion of the workforce, typically not eligible for bonuses, receiving a one-time exceptional payment of £750 in September 2021.

The proportion of males and females receiving a bonus in 2022 exceeded 100% because 'non-relevant' employees were excluded from the hourly rate calculation as required by legislation, yet they were still entitled to receive the £750 payment.

| | 2023 | 2022 | 2021 |
|---------------------------------------|-------|--------|-------|
| Proportion of males receiving bonus | 46.9% | 102.4% | 26.6% |
| Proportion of females receiving bonus | 46.2% | 106.0% | 30.2% |



CooperVision is successful and stronger because of our diversity. We look forward to presenting our future results as we continue to focus on these important areas.

Our UK Gender Pay Report for 2023 publishes data for CooperVision's two legal entities in the UK with more than 250 employees.

These companies are CooperVision Manufacturing Limited and CooperVision International Limited. The numbers for both companies can be seen in the tables below.

However, because CooperVision UK does not distinguish by business function, management, or leadership between CooperVision Manufacturing Limited and CooperVision International Limited, we will continue to present total UK data as seen in the main body of the report because we believe it is the most relevant to the businesses and to our existing and future employees. The actions, activities and policies focused on addressing the gender pay gap described in the main body of the report apply equally to both businesses and the employees of both businesses.

For these reasons, this report is designed to cover both entities.



Below you will find our gender pay gap data for the period May 2022 to April 2023 for both legal entities.

HOURLY PAY

| 2023 | CooperVision International Ltd | | CooperVision Manufacturing Ltd | | CooperVision UK | |
|-----------------------------|--------------------------------|--------|--------------------------------|--------|-----------------|--------|
| Mean Difference | 32.6% | | 11.3% | | 17.5% | |
| Median Difference | 29.3% | | 9.8% | | 12.2% | |
| | Male | Female | Male | Female | Male | Female |
| Upper Quartile | 73.7% | 26.3% | 68.1% | 31.9% | 69.1% | 30.9% |
| Upper Middle Quartile | 63.7% | 36.3% | 58.3% | 41.7% | 56.9% | 43.1% |
| Lower Middle Quartile | 48.7% | 51.3% | 48.1% | 51.9% | 46.5% | 53.5% |
| Lower Quartile | 30.4% | 69.6% | 53.6% | 46.4% | 53.6% | 46.4% |
| Full Pay Relevant Employees | 452 | | 2,129 | | 2,581 | |

BONUS PAY

| 2023 | CooperVision International Ltd | CooperVision Manufacturing Ltd | CooperVision UK |
|---------------------------------------|--------------------------------|--------------------------------|-----------------|
| Mean Difference | 64.0% | 30.2% | 57.9% |
| Median Difference | 55.2% | 10.0% | 33.3% |
| | | | |
| Proportion of males receiving bonus | 76.7% | 40.8% | 46.9% |
| Proportion of females receiving bonus | 68.6% | 40.9% | 46.2% |





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