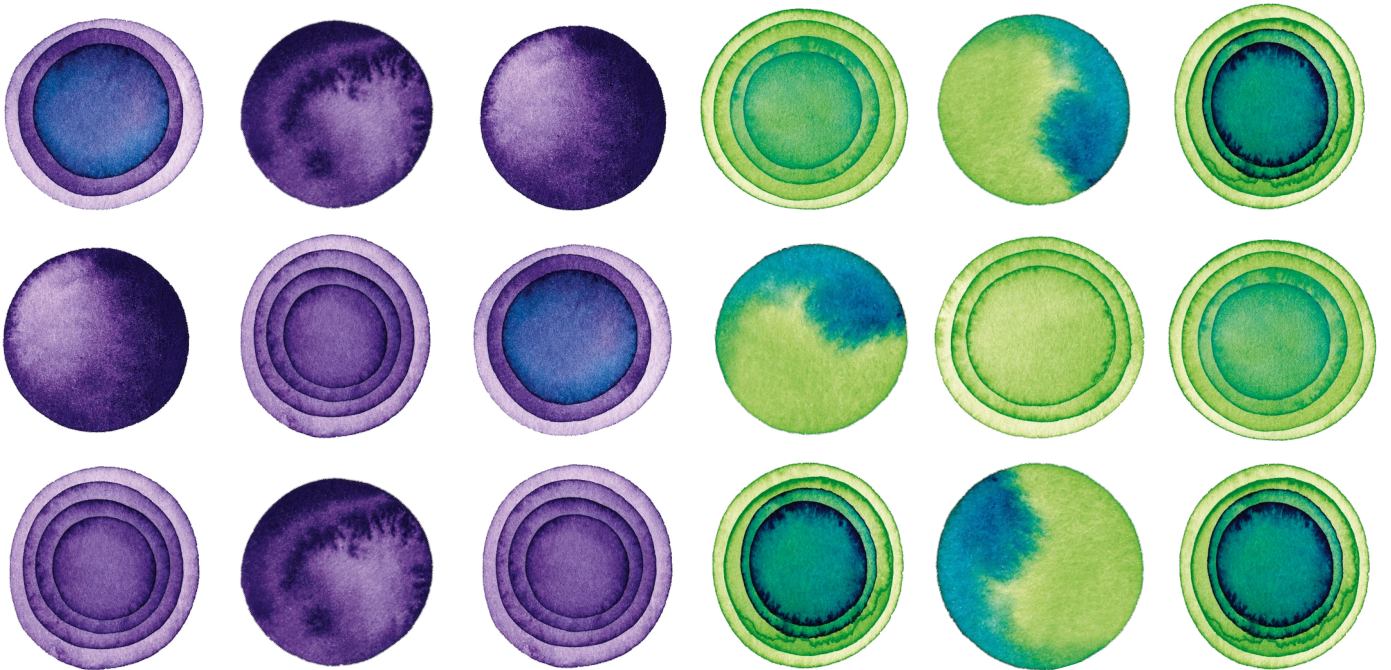


UK GENDER PAY GAP REPORT 2025



HELPING PEOPLE
EXPERIENCE **LIFE'S
BEAUTIFUL
MOMENTS**



CooperVision®

FOREWORD

Welcome to our annual UK Gender Pay Gap Report, based upon our snapshot payroll data as of 4th April 2025.

CooperVision strives to create a culture of belonging throughout our UK operations, helping all employees to reach their full potential in the Company. During 2025, we have taken a number of purposeful steps aimed at enhancing this culture, as described within this UK Gender Pay Gap Report.

Everyone deserves to feel valued, recognised and welcome in the workplace. Creating a culture where this is the case is an important part of how we operate at every stage, from talent attraction to employee development. We remain focused on creating a work environment where everyone belongs and can thrive.

Our Women's Impact Network (WIN) continues to grow and delivers a comprehensive calendar of events to promote and support women in the workplace. It now has 1,730 total members since it launched in March 2021.

You will find details of some of the UK-focused activities in this report. We continue to be proud of the progress that's been made so far, and we are committed to making the most of the opportunities we have to do 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
Chief Commercial
Officer CVI



Jason Burden
Vice President,
Global Packaging
Operations



Richard Gibson
Vice President,
Global Distribution
Operations



Steve English
Managing Director,
United Kingdom
Manufacturing Operations

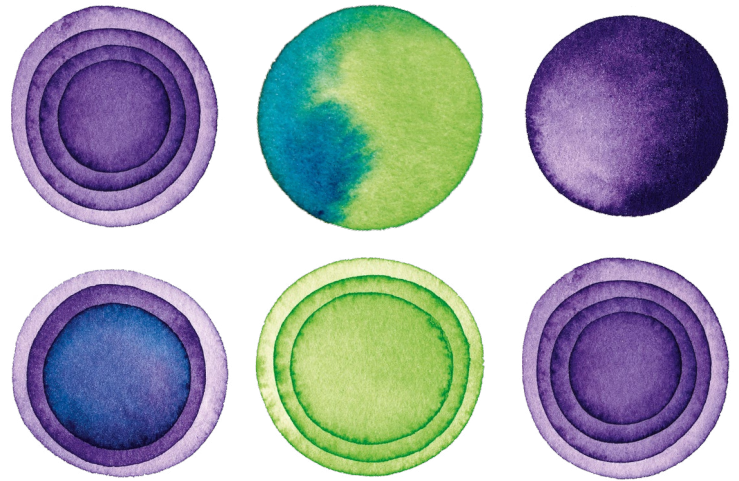
INTRODUCTION

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 an employee's time in the role, individual performance or any results achieved.

The representation of our CooperCompanies Board is equally divided between male and female, but CooperVision overall has more males represented in senior positions, which drives our gap findings, as the senior positions in most companies are rewarded with higher basic and variable pay (such as bonus opportunities and equity). We are committed to ensuring that all colleagues have equal opportunities for career advancement, including in senior positions.

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

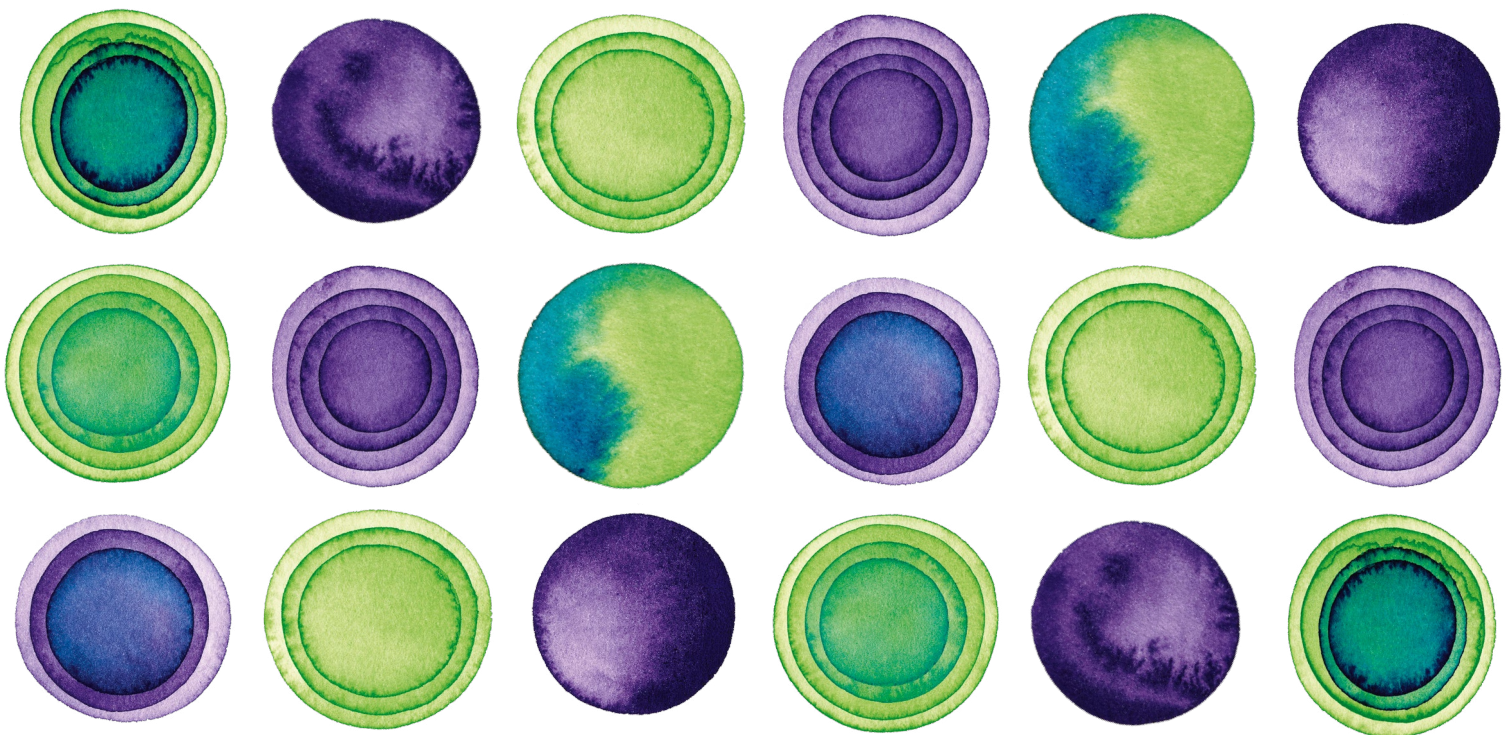


CONTEXT

CooperVision employs over 2,854 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: helping people experience life's beautiful moments.

We believe a culture of belonging and equal opportunities for all our employees is key to helping us deliver on our purpose.





COOPER GROUPS

We want to make CooperVision a great place to work for all colleagues, including those in traditionally underrepresented groups.

We have created wider Cooper Groups, which focus on providing resources and support to all colleagues and removing historical barriers. One of these is focused on the advancement of women at Cooper.

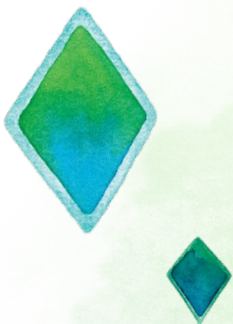
The Women's Impact Network (WIN) seeks to encourage, mentor, network and empower colleagues to remove barriers to gender equality across our business.



WOMEN'S IMPACT NETWORK - EMEA CHAPTER

WIN has continued to deliver a varied programme of activities, including Manager to Leader training workshops, Women's Maternal Mental Health and ADHD & Autistic Minds webinars.

The Mentorship Programme continues to be a key initiative designed to empower colleagues to grow professionally through the development of a relationship with a senior colleague within the Company.



CELEBRATING WOMEN OF EXCELLENCE

Cooper has continued its focus to highlight women in senior positions, not only to showcase their contribution to the company, but also to showcase them as role models for others.

Throughout this period, we have continued to celebrate International Women's Day through a number of activities. In addition, we have also shone a light on Women in Sustainability, Engineering and remarkable women whose inventions revolutionised daily life, making everyday tasks easier and more efficient.



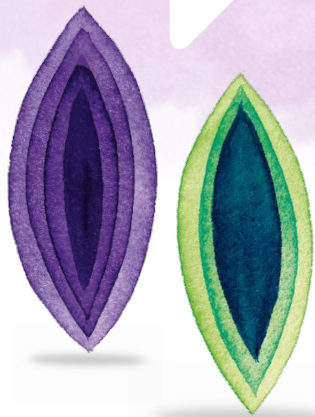
EMPLOYEE ENGAGEMENT SURVEY

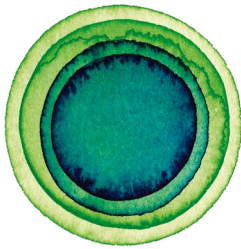
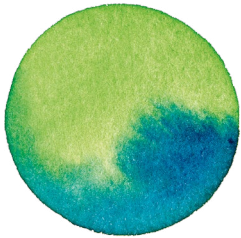
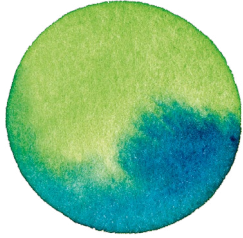
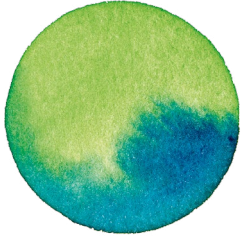
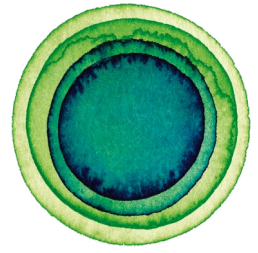
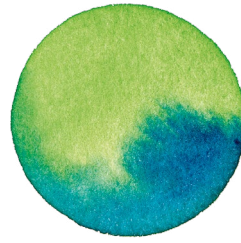
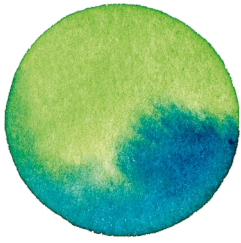
The Gallup Q12 Employee Engagement Survey was first launched across EMEA in November 2019, with over 3,500 EMEA employees participating. In 2024, we had over 12,100 global employees participating (achieving a 90% response rate - 6 points higher than the Gallup average at the time).

We did not conduct a global engagement survey in 2025 based on feedback from managers and leaders to invest more in building capability to drive engagement every day. During this period, we have made significant progress in building capability and awareness among managers and employees around the critical role engagement plans play in driving a high-performing, engaged culture.

Managers are responsible for meeting with their teams to identify focus areas for engagement. Importantly, there is growing recognition that engagement is more than just completing a survey - it's about fostering ongoing dialogue and action.

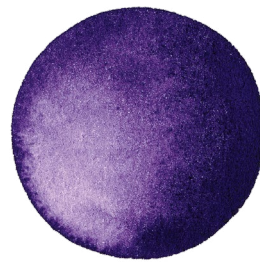
In 2025, Cooper invested in new content and launched a campaign to strengthen managers' skills in having effective, ongoing conversations with their teams about engagement. While managers can track engagement actions in the Engagement Platform, true accountability centres on having regular, meaningful conversations that drive real impact.

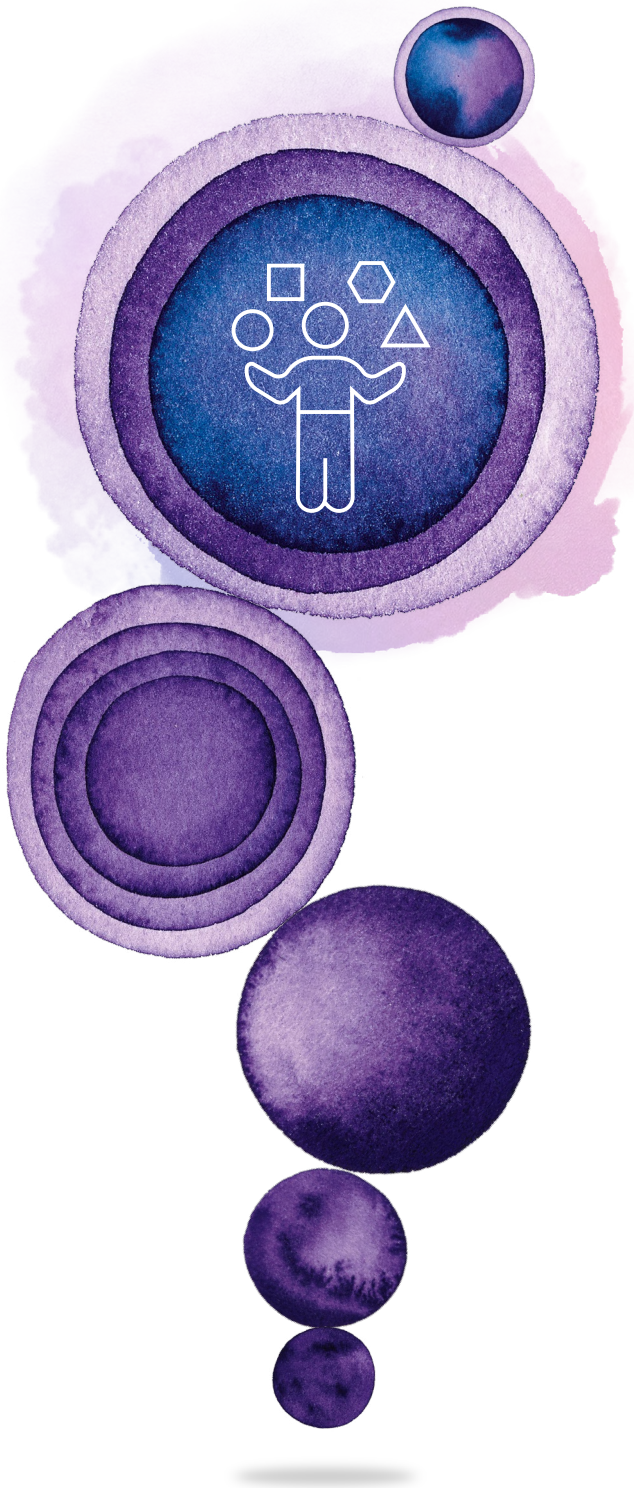




TALENT ATTRACTION

Our attraction and recruitment processes aim to provide equal opportunity for all candidates and eliminate historical barriers for underrepresented groups. As part of this, we encourage hiring managers to participate in recruitment training to ensure an effective process is applied, which focuses on the objective knowledge, skills and experiences required for each position to ensure all candidates have equal opportunity to be considered for vacant positions.





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 upskilling webinars, added a new Mind and Body Wellbeing Group and much more.

We have evolved our learning and development strategy to focus on a philosophy of development for all. We support managers in coaching their teams and leading regular check-ins that 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, helps drive insights into how we can harness strengths to drive engagement, development, team effectiveness and career progression.



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.



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 the mean and median hourly pay, as well as bonuses, between males and females. 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 level, 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 males and females 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

The following table presents the number of full-pay relevant employees over the past four years, categorised by gender. Full-pay relevant employees are those who were employed on the snapshot date and receiving their usual full pay, excluding those on reduced pay due to leave.

	Male	Female
2025	1,648	1,206
2024	1,532	1,202
2023	1,459	1,122
2022	1,439	1,076

We recognise that the results are relatively flat over time, although there has been a decrease in the gender pay gap and a moderate increase in 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 has been the value of our 15-year service award, a fixed bonus paid to all colleagues who reach this milestone).

The actions we have outlined in this report represent a continued journey which we expect, in time, to be reflected in reducing gender pay and bonus gap results.

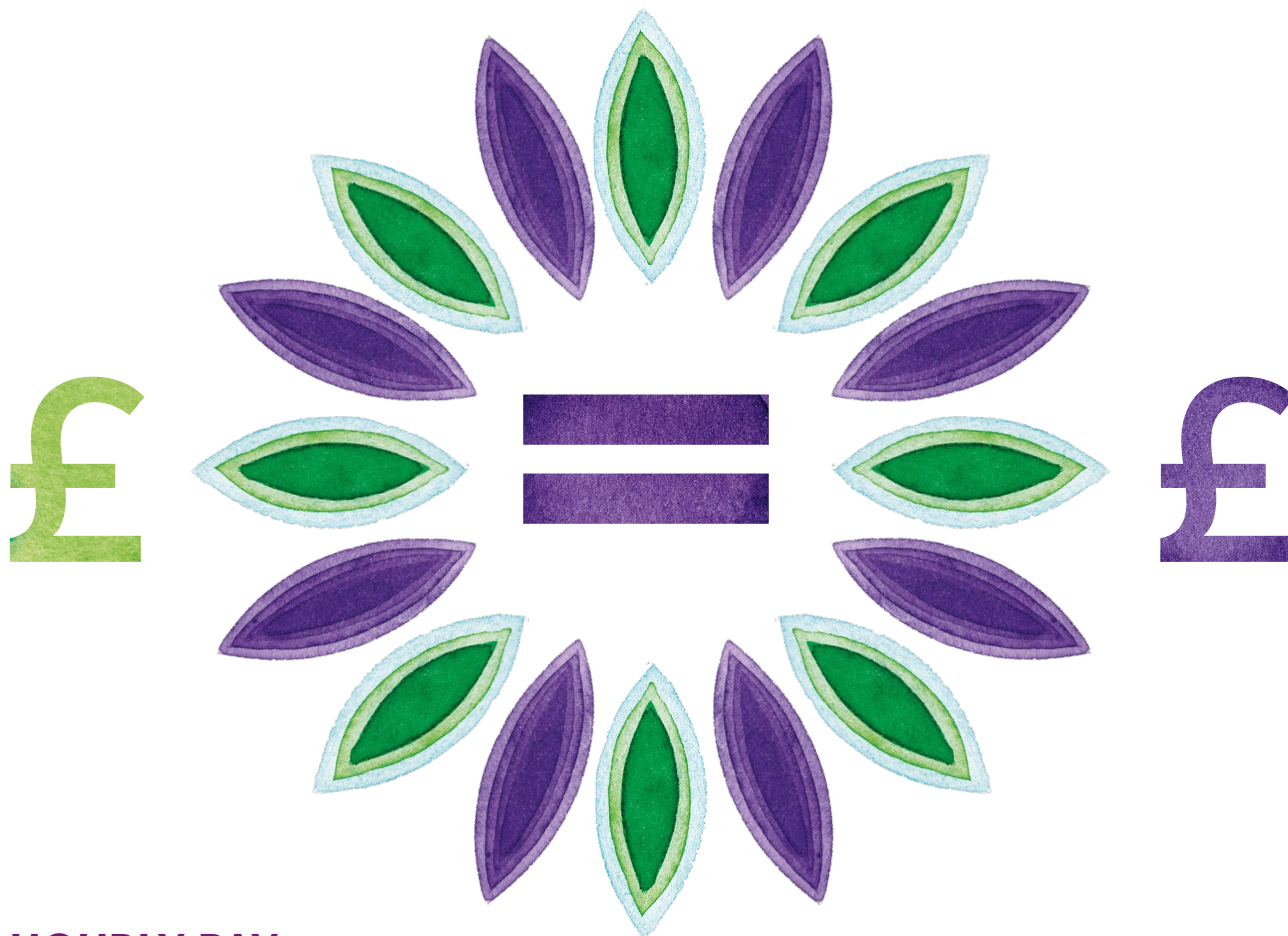
GENDER PAY GAP REPORTING

Quartiles



Reporting Period	May 2024-April 2025		May 2023-April 2024		May 2022-April 2023	
	Male	Female	Male	Female	Male	Female
Upper Quartile	66.7%	33.3%	65.7%	34.3%	69.1%	30.9%
Upper Middle Quartile	58.5%	41.5%	58.2%	41.8%	56.9%	43.1%
Lower Middle Quartile	48.9%	51.1%	44.3%	55.7%	46.5%	53.5%
Lower Quartile	56.8%	43.2%	55.9%	44.1%	53.6%	46.4%
Full Pay Relevant Employees	2,854		2,734		2,581	

As noted earlier in the report, the gender divisions shown in the upper and upper-middle quartiles are what drive the gender pay and gender bonus pay gaps. We are committed to ensuring equal opportunities for all and to supporting all colleagues in developing to their full potential within the Company.



HOURLY PAY

Report	Mean	Median
Definition	The mean gender pay gap is the difference in the average hourly rates of pay that male and female employees receive. It is calculated by adding each gender's pay figures together and dividing by the number of employees of that gender.	The median gender pay gap shows the difference in the midpoints of the ranges of hourly rates of pay for males and females. 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.
2025	Male pay is 9.4% higher than female pay.	Male pay is 8.9% higher than female pay.
2024	Male pay is 12.5% higher than female pay.	Male pay is 11.1% higher than female pay.
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.

BONUS PAY

Report	Mean	Median
Definition	The mean gender bonus pay gap is the difference in the 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 males and females. It is calculated by ranking all the figures in descending order and taking the figure/s in the middle of the list.
2025	Male bonus pay is 52.1% higher than female bonus pay.	Male bonus pay is 35.4% higher than female bonus pay.
2024	Male bonus pay is 52.1% higher than female bonus pay.	Male bonus pay is 0.0% higher than female bonus pay.
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 57.7% higher than female bonus pay.	Male bonus pay is 0.0% higher than female bonus pay.

The table below illustrates the proportion of males and females who received bonus payments, indicating an overall decrease. The significant shift in the mean and median bonus differences compared to 2022 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.

The majority of employees do not participate in a formal annual bonus plan. However, the proportions of male and female recipients remains broadly stable year-on-year. This stability is due to Long Service Awards, which are payable after 5, 10, 15, 20 and 25 years of service and are considered 'bonuses' for Pay Gap Reporting purposes.



	2025	2024	2023	2022
Proportion of males who received a bonus	34.8%	42.4%	46.9%	102.4%
Proportion of females who received a bonus	35.6%	44.1%	46.2%	106.0%



**CooperVision
has grown more
successful and stronger
because of our culture
of belonging and equal
opportunities provided for all
colleagues. We look forward
to presenting our future
results as we continue
to focus on these
important
areas.**

Our UK Gender Pay Report for 2025 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 on the next page.

However, because CooperVision UK does not differentiate 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. We believe this data 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 to both businesses equally as well as to 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 of May 2024 to April 2025 for both legal entities.

HOURLY PAY

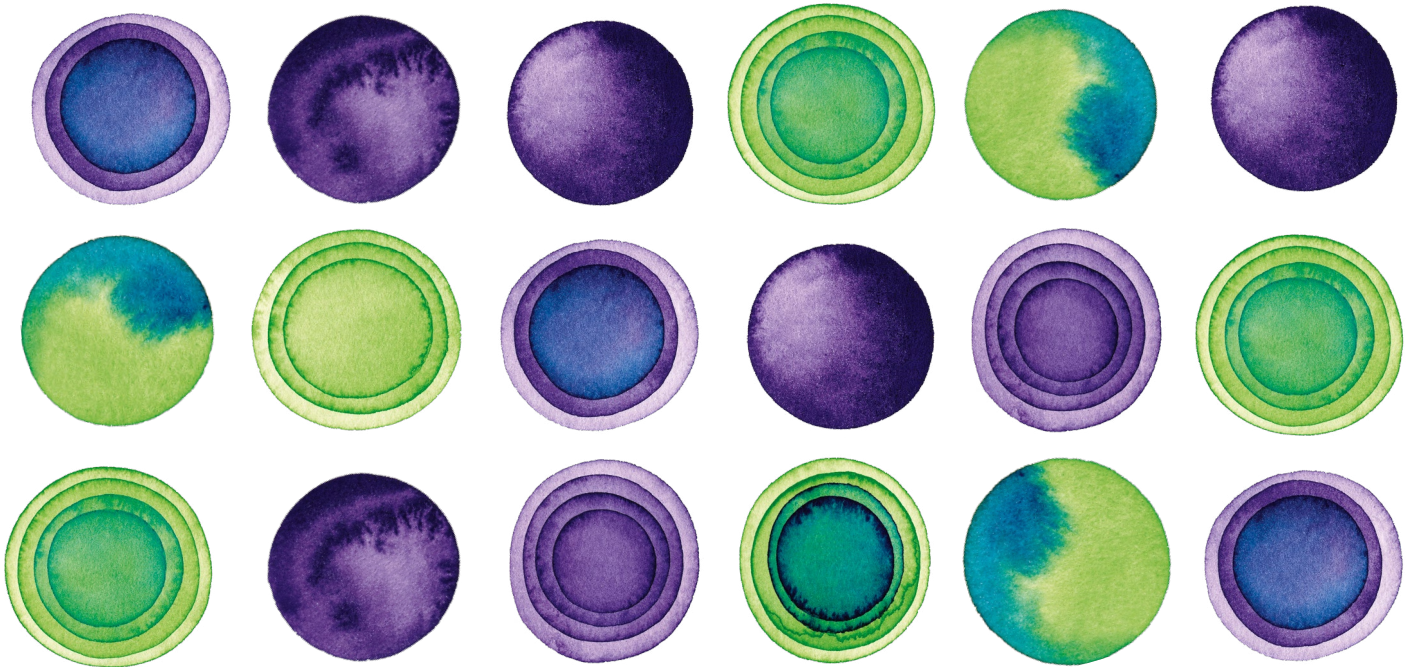
2025	CooperVision International Ltd		CooperVision Manufacturing Ltd		CooperVision UK	
Mean Difference	24.6%		9.5%		9.4%	
Median Difference	24.8%		7.5%		8.9%	
	Male	Female	Male	Female	Male	Female
Upper Quartile	63.8%	36.2%	72.2%	27.8%	66.7%	33.3%
Upper Middle Quartile	54.0%	46.0%	59.2%	40.8%	58.5%	41.5%
Lower Middle Quartile	47.3%	52.7%	50.9%	49.1%	48.9%	51.1%
Lower Quartile	31.5%	68.5%	57.8%	42.2%	56.8%	43.2%
Full Pay Relevant Employees	598		2,256		2,854	



BONUS PAY

2025	CooperVision International Ltd	CooperVision Manufacturing Ltd	CooperVision UK
Mean Difference	63.1%	28.7%	52.1%
Median Difference	45.7%	17.9%	35.4%
Proportion of males receiving bonus	35.8%	16.0%	34.8%
Proportion of females receiving bonus	33.9%	10.0%	35.6%

Negative numbers in the mean or median differences show that females are paid more than males for that reporting calculation.



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