



**Gender Pay Gap Report**  
**Snapshot 05<sup>th</sup> April 2025**  
**Published 4<sup>th</sup> April 2026**

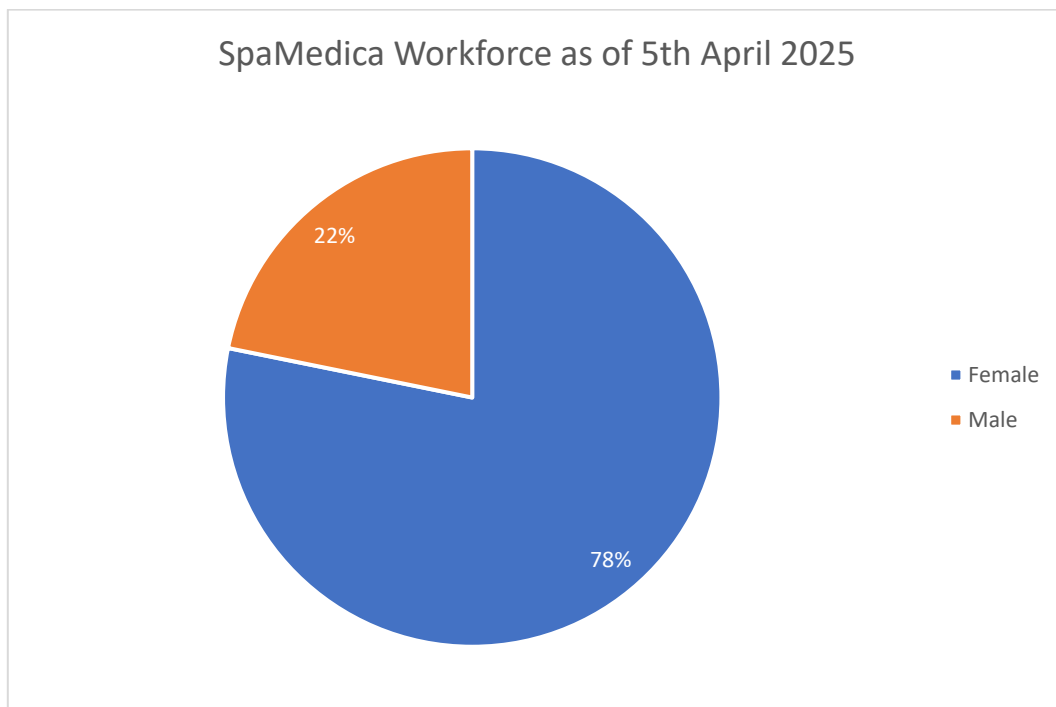
## **Gender Pay Gap (GPG) Reporting**

SpaMedica is one of the leading providers of NHS eye care services in the UK and is committed to the fair treatment and reward of its employees irrespective of gender and is committed to creating a culture that is transparent, diverse, and inclusive.

SpaMedica continues to work with the NHS and communities to offer patients exceptional eye care.

This report is based on a snapshot of all SpaMedica employees as of the 5<sup>th</sup> of April 2025.

On the 5<sup>th</sup> of April 2025 we had a workforce demographic of 22% (418) Males and 78% (1498) Females, totalling 1916 employees.



## **Reminder of Legislative Requirements**

Gender pay gap legislation requires employers in the United Kingdom with 250 employees or more to calculate and publish on an annual basis gender pay gap data. This must be based on figures taken on the 5th of April each year.

The specific information we are required to publish needs to include:

- Mean (average) gender pay gap using hourly pay.
- Median gender pay gap using hourly pay.
- Percentage of Male and Female in each hourly pay quartile
- Percentage of Male and Female receiving bonus pay.
- Mean (average) gender pay gap using bonus pay.
- Median gender pay gap using bonus pay.

**Gender pay gap** is a measure of the difference in the pay of Male and Female across an entire organisation, regardless of the nature or level of their work. The gender pay gap has been decreasing

slowly over time; over the last decade it has fallen by more than a quarter among full-time employees, and in April 2025, it stood at 6.9%, down from 7.1% in April 2024.

### **Understanding the Gender Pay Gap**

A positive percentage figure reveals that typically, or overall Females have lower pay or bonuses than employees who are Males.

A negative percentage figure reveals that typically, or overall employees who are Males have lower pay or bonuses than employees who are Female.

<b>Entity</b>	<b>SpaMedica Ltd</b>	
Number of Employees	1916– Made up of 1498 Females and 418 Males	
<b>HOURLY PAY</b>		
<b>Mean Average</b> <i>The average hourly pay</i>	<b>11.8%</b> - Male mean average hourly pay is 11.8% higher than Females	
<b>Median</b> <i>The middle value in a list of hourly rates</i>	<b>-13.07%</b> -Female median hourly pay is 13.07% higher than Males	
<b>Pay Quartiles</b>	<b>Male</b>	<b>Female</b>
Upper Quartile	26%	74%
Upper Middle Quartile	14%	86%
Lower Middle Quartile	15%	85%
Lower Quartile	32%	68%
<b>BONUS PAY</b>		
<b>Mean</b> <i>The average bonus</i>	<b>12.01%</b> - Male mean bonus is 12.01% higher than Females	
<b>Median</b> <i>The middle value in a list of bonus payments</i>	<b>0%</b> - Female median bonus is equal to Male on median bonus payment	
<b>% of Employees who received a bonus</b>	<b>Male</b>	<b>Female</b>
<i>% of Employees on the snapshot date who received a bonus in the previous 12 months</i>	85.4% (of 418 employees)	86.6% (of 1498 employees)

## **Key Findings**

Due to SpaMedica operating in the healthcare sector we are recruiting from a market with a higher percentage of Females working within it.

- In 2024 the mean hourly Gender Pay Gap was 10.8%, as of April 2025 this increased by 1% to 11.8%, this was influenced by the onboarding of additional Senior Leadership Team (SLT) members, reflective of our continuous investment in strengthening our leadership capabilities and business diversification.
- There is a smaller percentage of Male colleagues earning significantly more mean average bonus payments compared to Female colleagues. The data shows 12.01% mean average Male v's Female bonus in 2025. This is due to Male colleagues at Executive Board Level.
- There has been a significant reduction in the mean bonus pay, where Male colleagues were paid higher than Female colleagues over the last year. In 2024 29.9% of Male colleagues were paid higher than Female colleagues, and in the 2025 report, there has been a further reduction to 12.01%, demonstrating the gap is closing between Male and Female mean gender pay gap.
- The Median bonus pay between Males and Females has balanced out in the last 12 months. It now sits at 0%, showing that median bonus pay is equal.

SpaMedica is confident that the mean gender pay gap does not stem from paying Males and Females differently for the same or equivalent work. Rather the gender pay gap is a result of a workforce made up of 78% Females and 22% Males, and then from the 22% of Males, 10 hold Senior Leadership roles.

## **How SpaMedica's Gender Pay Gap Looks Against the Wider Picture**

The below statistics are taken from [www.ons.gov.uk](http://www.ons.gov.uk) website published in October 2025

The gender pay gap has been decreasing slowly over time; over the last decade it has fallen by more than a quarter among full-time employees, and in April 2025, it stood at 6.9%, down from 7.1% in April 2024.

These statistics indicate that SpaMedica's median gender pay gap of -13.07% means that the mid-range Female employee earns noticeably more than the mid-range Male employee, representing a greater gap in favour of Females compared with the national average.

## How SpaMedica are Responding

### Talent- Attraction and Development



We are consistently reviewing our recruitment practices to ensure that we are fair and offer equal opportunities in both internal and external recruitment, whilst still attracting and securing the best talent. In 2026 at SpaMedica, our talent strategy is built on fairness and transparency. We appoint individuals based on merit and competency, and salaries are aligned to structured pay ranges informed by market benchmarks. We actively monitor gender representation, provide clear career pathways, and offer flexible working arrangements to support progression for all. Our recruitment processes are designed to minimize bias, and we continue to explore innovative solutions, including AI, to further enhance equity.



We continue to offer Management Development resources to support our people and provide them with the training they need to develop their skills and experience. This will in turn support them to successfully apply for new roles within the business realising their potential.

In 2025 we continued the delivery of our '*eyeManage*' leadership development programme, we redesigned the '*eyeManage*' programme for all Hospital Managers and Area Managers. Sixty-six in total completed the programme, which is a split of 55 Female and 11 Male Colleagues. During 2026 we will strengthen our programmes to include '*Aspire*' which is a self-lead development programme.

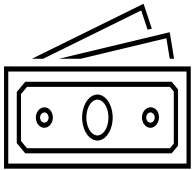
In 2025/26, we currently have twenty-five apprenticeship schemes across a mixture of clinical and non-clinical roles, studying level 3 and level 7 qualifications.

In 2025 16 colleagues, 15 Female and 1 Male qualified in our internal Scrub Academy training programme.

During 2025 we were proud to see an uptake in engagement in our Menopause networking group, we recognise that Menopause can impact Females in the workplace, and we support and encourage networking, which has been recognised as a positive in our Colleague forum feedback, stating Females feeling seen, heard and supported. Interestingly we have seen attendance from Male colleagues to gain a better understanding on Menopause and how to support and understand the impact on Females in the workplace.

Equality and Diversity training forms part of our mandatory programme for all employees at SpaMedica and helps them to understand more about their responsibilities for promoting equality and diversity in the workplace.

## SALARY BANDINGS AND COMPETENCY FRAMEWORK

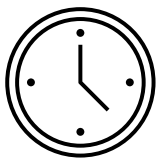


We continue to review our competency-based salary bandings to ensure that all our employees are paid in accordance with their knowledge, skills, and competence, regardless of their gender or any other protected characteristic. Our aim is to reward our employees in line with their skill development.

During 2025 we reviewed our salary bandings based on competencies, and we will conduct ongoing reviews in 2026 to ensure we are competitive in the market.

Our remuneration committee also meets quarterly providing governance to salary and banding decisions.

## FLEXIBLE WORKING



SpaMedica supports flexible working requests from all our employees in managing their work-life balance. In this reporting period, up to 5 April 2025, we received fifty-three flexible working requests which were a split of 50 Female applicants and 3 Male applicants. We have also introduced Workforce Management Systems (Optima and CX1) which enables us to further support Flexible Working patterns and base outcomes on workforce management needs.

## CELEBRATING FEMALE ROLE MODELS



We actively recognise and celebrate Female role models that conduct senior roles within SpaMedica on both a regular basis and as part of wider events like International Women's Day.

We have introduced a Women in Leadership apprenticeship programme at level 3 and level 5.

In 2025 we were proud to be awarded **GPTW Best Workplaces for Women 2025 in the super large organisations category.**

In addition to our employee engagement programmes, we will continue to provide opportunities for awareness, education, and celebration, particularly during nationally recognised months of diversity and inclusion. Our Inclusion and Engagement Hub, contains information, resources, and education in support of a more inclusive and diverse workplace culture.

## REVIEWING OUR SUCCESS



As part of our ongoing commitment to equality, diversity, and inclusion, we continue to embed EDI across all areas of our organisation. We actively recognise key dates such as International Women's Day and have launched our EDI Strategy to strengthen how we support colleagues and foster an inclusive culture. We completed our third Great Place to Work survey, providing valuable insights that help us measure our progress, inform future actions, and ensure our initiatives continue to support our colleagues. We remain committed to reviewing and enhancing our practices to ensure fairness, transparency, and opportunity for all.

We confirm that our data is accurate and prepared in accordance with the requirements of The Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.

A handwritten signature in black ink, appearing to read 'Richard Woodward', written in a cursive style.

Richard Woodward  
Chief Executive Officer