



Gender

pay gap report
2019



About us

At Specsavers we believe that a successful and sustainable business relies on a diverse and inclusive workforce; one that reflects the customers we serve and the communities in which we operate.

As a global business, we recognise the benefits of embracing diversity and inclusion, in terms of better business performance, more engaged employees, stronger customer service and greater innovation. But these benefits aside, it links seamlessly with our company purpose: **to make a positive difference to the lives of all**. This is what drives us; it's why we do what we do. We see this as key to our future success as we work towards delivering our ambitious long-term goals.

In the two years since the introduction of gender pay gap legislation in the UK, we have made great progress in embracing a truly inclusive culture; and while we have seen some improvements in our gender pay gap numbers year on year, what's really important to us are the actions we are taking. We know we still have some way to go and it is unrealistic to close the gaps overnight, but we're confident that the global commitments we've made – and the activity happening at a local level in each of our businesses – are moving us in the right direction.

For us, this is a journey, and our approach to recruitment is all about finding the best people for each role based on talent and potential. By building inclusion and diversity into everything we do – how we hire, engage, retain and develop our people – we're confident we can make a real difference. Our overall goal is still very clear: to treat people fairly and create an environment that respects and values difference.

As Global People Director for Specsavers Optical Group, I can confirm that the gender pay gap data contained in this report is accurate.

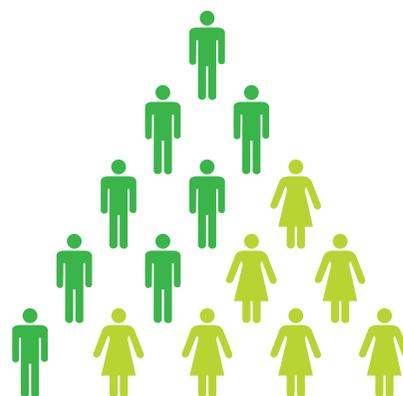
A handwritten signature in black ink, appearing to read 'KB' with a stylized flourish.

Kate Brown
Global People Director

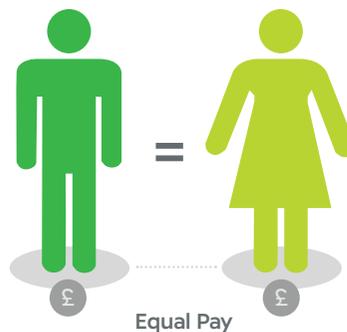
What is the gender pay gap?

The gender pay gap is a measure of the difference between men's and women's average hourly rates of pay across an organisation or the economy as a whole, expressed as a percentage.

It is not to be confused with equal pay, which is a legal obligation whereby men and women are paid the same for carrying out comparable work.



The gender pay gap
For many companies the primary cause of a gender pay gap is having a higher proportion of men than women in senior roles



Equal Pay
Equal pay is a legal obligation whereby men and women are paid the same for carrying out comparable work

How is it measured?

Legislation requires that all UK companies with 250 or more employees on 5 April 2019 publish the following key measures:

Mean gender pay gap

The difference in the average hourly pay received by all men and all women at all levels, including, as applicable, overtime, premium payments, car allowance and bonus.

Median gender pay gap

The difference in midpoints of the ranges of men's and women's hourly pay (if you line up all women from the highest hourly rate of pay to lowest, and the same with men).

Mean gender bonus gap

The difference in the average bonus pay paid to men and women.

Median gender bonus gap

The difference in midpoints of the ranges in bonus paid to men and women.

Bonus pay received

The percentage of men and women receiving a bonus.

Pay quartiles

The proportion of men and women in the lower, lower middle, upper middle and upper quartile pay bands if you divide the population into four equal parts.

Who are we reporting on?

Specsavers has two entities within the reporting threshold: Specsavers Optical Superstores, our UK support office network, and Vision Labs, one of our manufacturing and distribution sites.

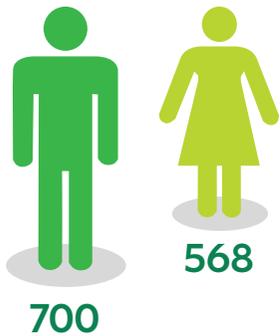
This report contains gender pay gap information on these two entities only. It does not include data for our stores, which are individually owned and run businesses, Specsavers Optical Group (our Channel Islands support office) or our other UK manufacturing and distribution sites.

Our results 2019

Specsavers Optical Superstores

Information below relates specifically to Specsavers Optical Superstores, our UK support office network.

Gender split of population



Men Women

Gender pay gap



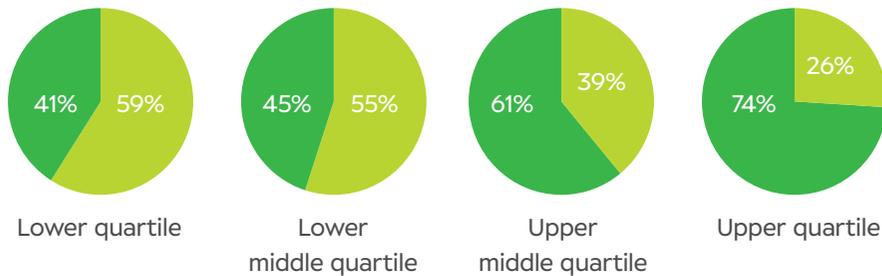
Bonus pay received



Bonus pay difference between men and women



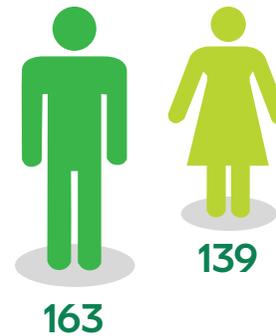
Pay quartiles



Vision Labs

Information below relates specifically to Vision Labs, one of Specsavers' manufacturing and distribution sites.

Gender split of population



Men Women

Gender pay gap



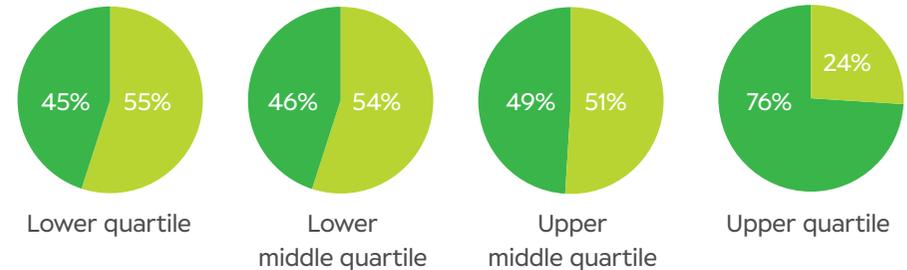
Bonus pay received



Bonus pay difference between men and women



Pay quartiles

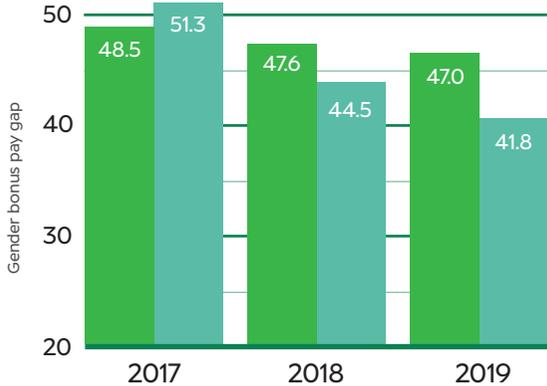
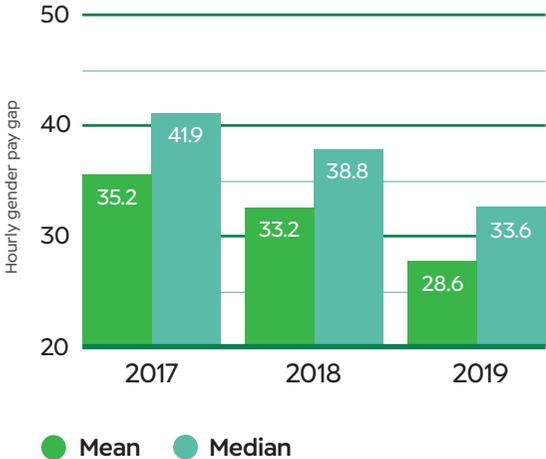


Our results progress

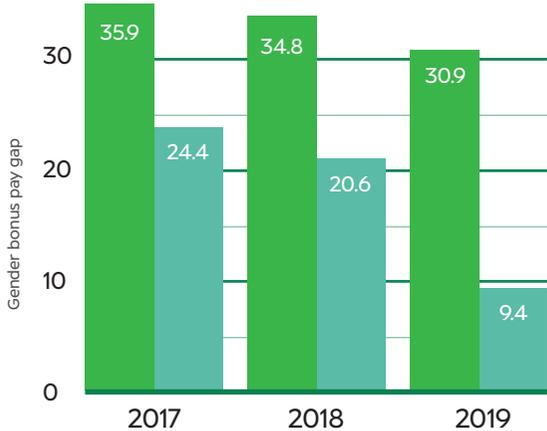
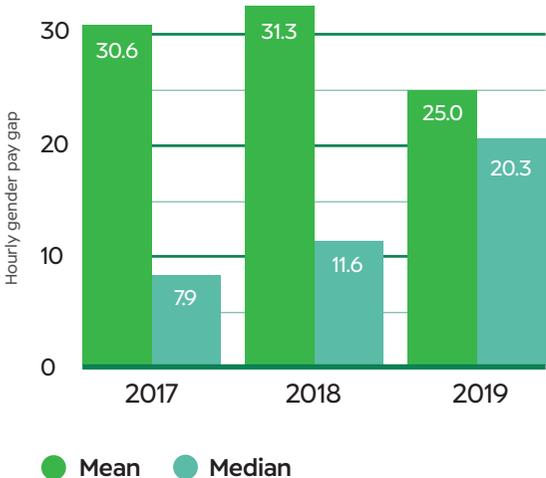
We are three years into the gender pay gap reporting and we are seeing some positive results in our numbers, year on year. However, our focus remains on the actions we're taking to help make a difference, rather than the numbers themselves.

It is important to note that small changes in the people mix of a population can have a disproportionate effect on the data calculated.

Specsavers Optical Superstores



Vision Labs



Closing the gap: our commitments

There are a number of specific steps we are taking to improve our gender representation, which will positively impact our gender pay gap in the UK over time. These include:

Building inclusion everywhere

As part of our global diversity and inclusion programme we have recognised that to make a real difference at Specsavers, we need to focus actions and activity at a meaningful level to each business community in each region.

Local action groups have been set up to represent our UK, Guernsey, Jersey, Northern Europe and ANZ support office teams. The groups are business-owned, sponsored by directors from different functions, and focused on specific initiatives that will help to drive the local inclusion agenda.

Changing behaviour by challenging our biases

Cultural change doesn't happen overnight, but we have already started to see a positive shift in behaviours following our awareness campaign and training on unconscious bias. Our teams are now approaching the recruitment process with a more open mind, recognising where bias can creep in to decisions being made.

During the past 18 months we have focused our attention on establishing a shared basic understanding of unconscious bias across our global support offices and manufacturing and distribution site population. Nearly 90% of our leaders and managers have attended a facilitated workshop and these sessions have now

been made available as part of the core learning and development offer in our support offices and now form part of induction and other staff training across our manufacturing and distribution sites in the UK.

Review of our people processes

In our support offices we continue to evaluate our people processes to ensure all roles are accessible to the broadest skillset possible, striving to remove any bias from the decision making. For example, in the UK and Guernsey support offices, we have changed the language being used in our job adverts and role descriptions to make sure they appeal to the widest possible audience.

Our roles are also now advertised with a flexible working tagline, to give people more freedom around how, when and where they work. Hiring managers have been given tools to help support them in considering more flexible options for new team members and our processes have been reviewed and updated to reflect these changes. Our other global policies and processes are now being reviewed to ensure we are doing everything we can to be more inclusive.

Building transparency through data and reporting

Our IT and the People Systems teams have been looking at how we utilise our existing systems to develop broader measures beyond gender and reporting around Group

diversity. How we gather, manage and access our global people data is fundamental to our commitment to transparency with our inclusion programme. Our next step in the UK and Guernsey support offices will be to collate information relating to ethnicity and disability.

Flexible working – available for everyone

Recent feedback from colleagues in our support offices confirmed that the journey to working more flexibly is well underway (while recognising that we still have a long way to go to make it 'just part of the way we do things around here'). In some parts of our business it's already a well-established reality – now just a normality in those cultures or countries.

So, to help make this more of a reality everywhere, in the past year we've reinforced the commitment made by the Specsavers Executive Committee to ensure that everyone in our support offices globally has a real opportunity to make flexible arrangements work for them (of course recognising the need to balance individual and business needs).

We've built some great support tools, available to all, to help our managers and colleagues make flexible working a simple and effective way of doing business. It's also one of the key action areas for our UK support office Local Action Groups.



Everyone in our business has a key role to play in inclusion. Together, we will continue to build momentum with our global programme as we strive to make Specsavers an even greater place to work.

Kate Brown
Global People Director

