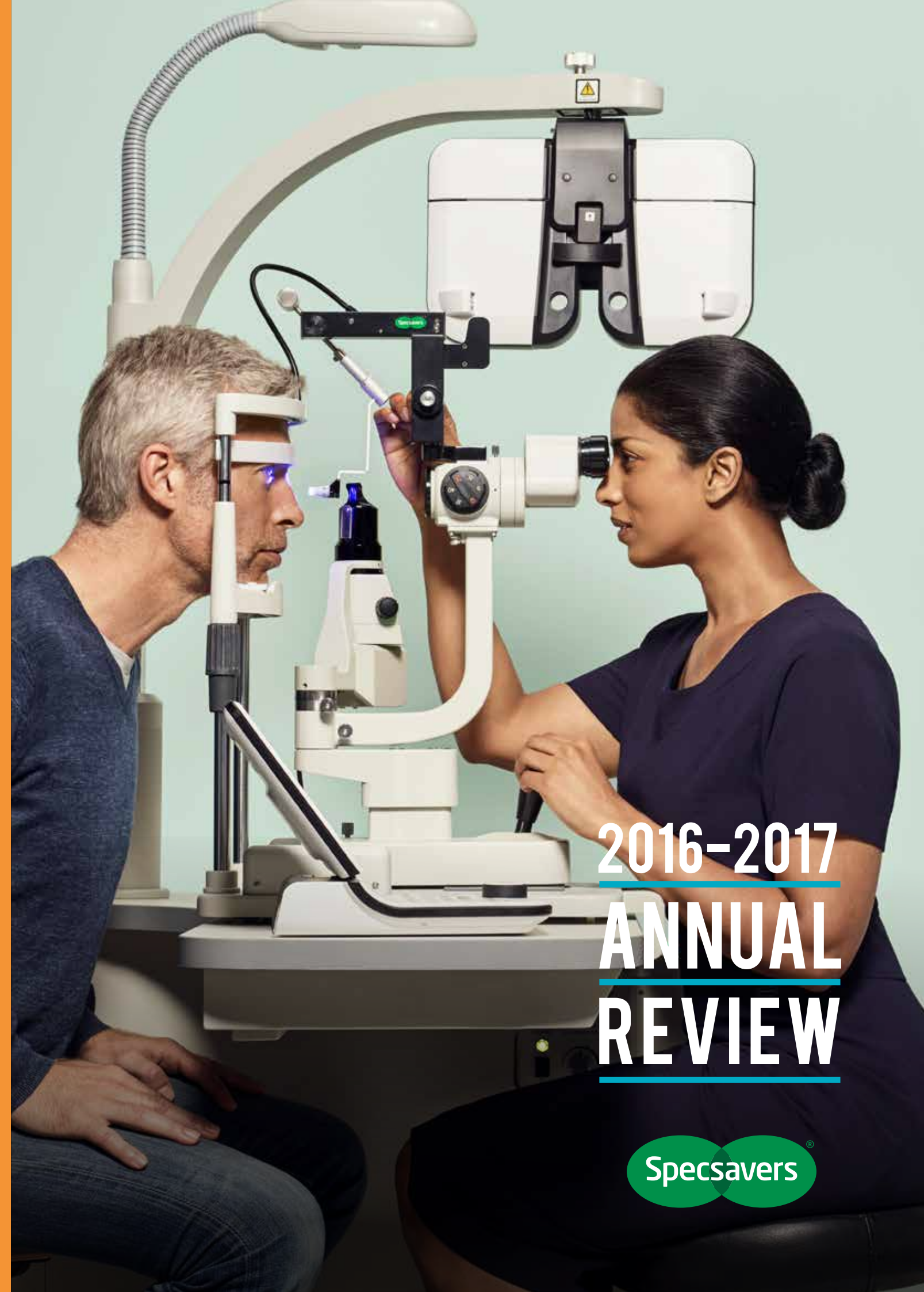


Specsavers

La Villiaze
St Andrew's
Guernsey
Channel Islands
GY6 8YP
Tel +44 (0)207 2020 241
specsavers.com



2016-2017 ANNUAL REVIEW

Specsavers



INTRO- DUCTION

What a tremendous year it has been for the Specsavers partnership across all our markets.

It is impossible to capture the full extent of everything that has been achieved, but we hope this review gives you an insight into how we have supported our store partners, engaged and developed our people, and delighted our customers during 2016/17.

As optometrists for more than 50 years, Mary and I have seen – and indeed been part of – significant transformation in the optical world. Yet nothing compares with the disruptive scale of the change we are facing today, in optics and in hearing, driven by technological and medical advancements, an ageing population, and the budgetary constraints of health service providers.

The fundamentals of Specsavers' success have not changed: exceptional service, delivered by passionate, committed and highly-skilled colleagues, world-class product at unbeatable prices, superb marketing and fantastic retail standards. And above all, an unswerving commitment to the values of our partnership.

By focusing on these, our partnership has achieved great results in 2016/17, including record sales weeks across all markets, new store openings, exciting new brands and an ever-deeper involvement in supporting our local communities.

But at the same time, we have embarked on a journey to transform what we do as optometrists and audiologists, for the benefit of our customers.



We are working to deliver more primary care on the high street, enhancing the skills of our clinical teams and relieving the pressure on hard-pressed hospital departments. Through alliances such as that with the Royal National Institute of Blind People in the UK, we are raising awareness of the importance of eye health. And through our partnership with Newmedica in the UK, and our relationship with the Royal Australian and New Zealand College of Ophthalmologists, we are bringing together the expertise of ophthalmologists and optometrists to improve eye-health outcomes for patients.

Ultimately every aspect of our business will transform: how we train and develop our teams, how we interact with our customers in store and online, and the ways in which we provide the highest standard of care to our customers.

It is an incredibly exciting future, and I have absolute confidence that it will be shaped and successfully delivered by the creativity, passion and commitment of our partners and support teams.

Doug Perkins
Joint Group CEO
and Co-founder

Dame Mary Perkins
Co-founder



Our Purpose Together with our partners, to passionately provide best value optometry, audiology and other healthcare services to everybody, simply, clearly and consistently, exceeding customer expectations every time.

Our Values Treat people as we would like to be treated ourselves. Passionate about:

- Our customers - the lifeblood of our business
- Our people - supporting our staff to be the best they can be
- Partnership - at the heart of everything we do
- Communities - giving back to and working with our local communities
- Results - keep it simple, get it done, deliver on our promises

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THE YEAR IN NUMBERS

FIGURES AS AT THE END OF FEBRUARY 2017



£2.27 billion

Group revenue
2016/17



6.6%

Increase
on 2015/16
revenue



338,000

Hearing aids sold



425 million

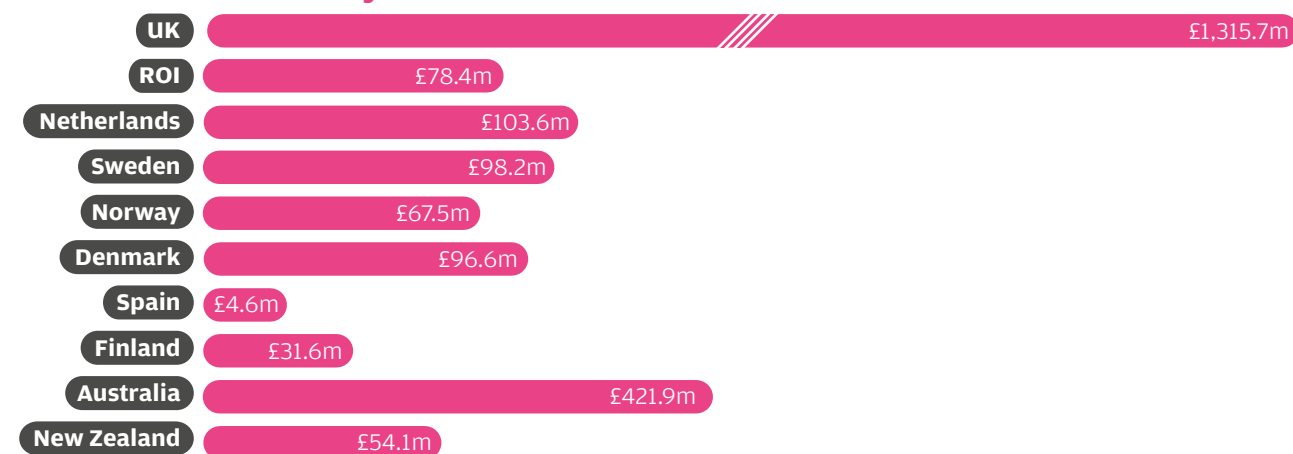
Contact lenses sold



20 million +

Frames sold

Revenue by market



2,700 +

Partners



31,000 +

Employees



1,845

Optical stores and
hearing centres



1.5 million +

Customer feedback
responses



622,000 +

Followers on
Facebook



28.5 million +

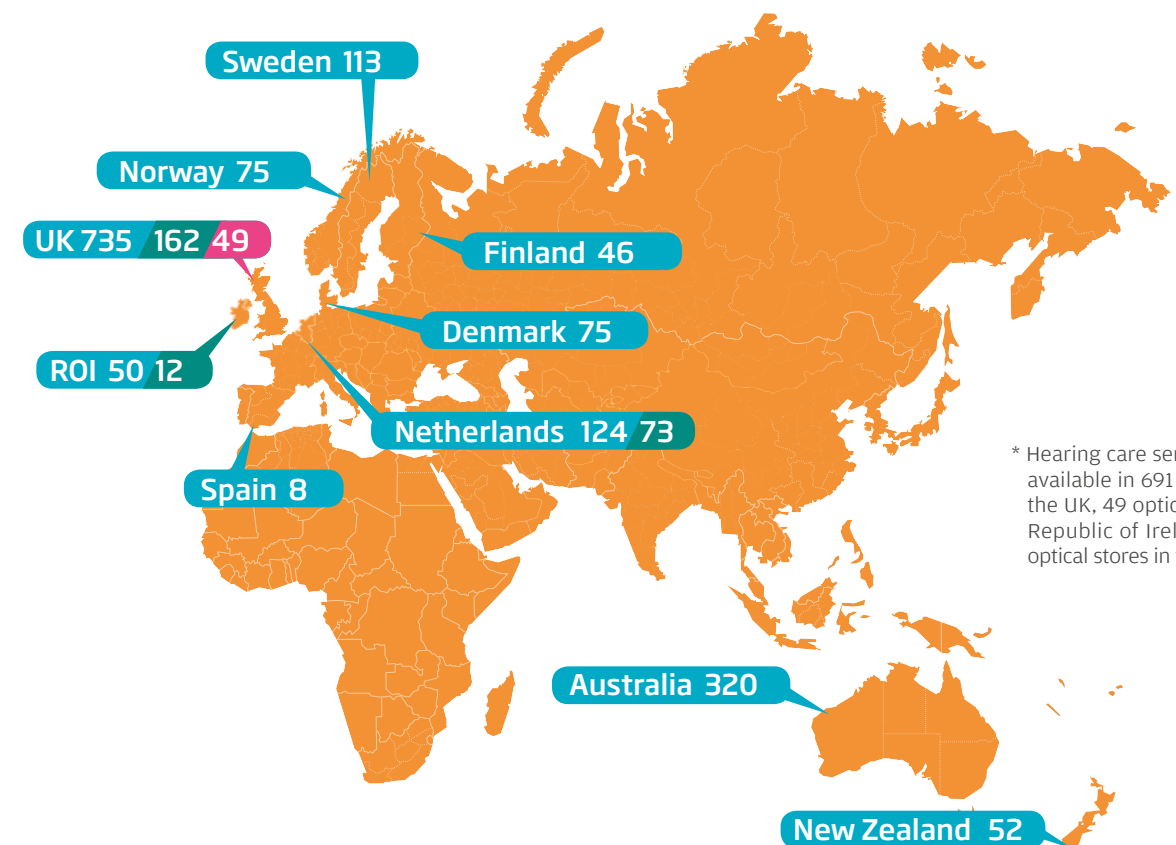
Visitors to
our website



171,000 +

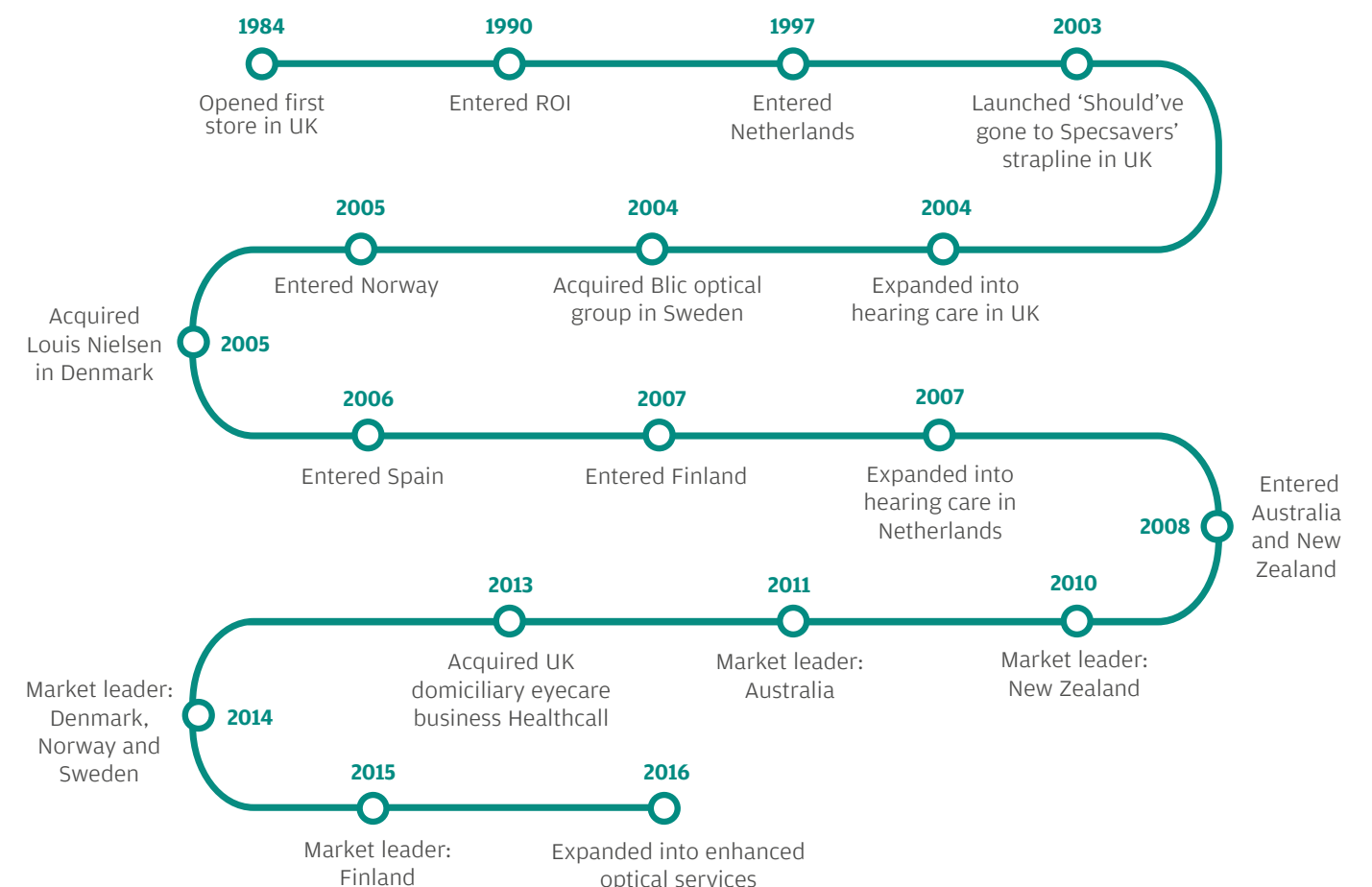
Mentions or
messages on Twitter

Optical stores/Audiology stores*/Domiciliary partnerships



* Hearing care services are also available in 691 optical stores in the UK, 49 optical stores in the Republic of Ireland and 120 optical stores in the Netherlands.

Our history



PASSIONATE ABOUT OUR CUSTOMERS

THE LIFEBLOOD OF OUR BUSINESS

The world in which we operate may be changing, but the one thing that remains constant is Specsavers' fierce commitment to providing best value eyecare and hearing care, along with outstanding choice and customer service.

We have continued to build market share this year, with more than 10% additional people choosing Specsavers than in the year before. With more than 31,000 employees in 10 countries worldwide, our continued growth makes us the largest private optical retailer in the world.

Going the extra mile in Australia

An elderly couple in their 90s got a surprise visit from optical assistant Jazz, who delivered the gentleman's glasses on his birthday. The customer, who has dementia, would regularly visit the Richmond, New South Wales store with old pairs of glasses to say he couldn't see with them. Jazz made the personal delivery on his birthday, and took the opportunity to gather up his old prescription glasses to make sure he always has the right ones to hand.

Experience matters

Increasingly, a customer's experience of us will begin online, so we want to make sure that at this and every other step of the journey, we are providing a great customer experience. In today's 'on-demand' world, the online customer journey is defined and shaped by the customers themselves. Our digital services are informed by the observed behaviours and needs of customers who have interacted with us online.

Recognising that more and more customers want to access us via a phone or tablet – even when they are not on the move – we have optimised all our sites for mobile devices, ensuring the best user experience possible. We are also continuing to improve our store pages with opening times, services offered in store, an improved voucher system and customer reviews.

Online appointment booking has been working well in Australia and Northern Europe for a couple of years. Over the past year, we have developed a new system for the UK with enhanced functionality and mobile features. Customers around the globe are now benefiting from the convenience of being able to book their appointments quickly and easily online – something which more than a million customers in the UK alone have done.



Digital retinal photography uses a fundus camera to take a detailed picture of the back of the eye, helping to monitor eye health.

In the UK, we have had a virtual try-on app available on mobile devices for some time. This takes the effort out of finding frames, by enabling customers to browse and get recommendations based on a scan of their face. We are currently in the process of adding this functionality directly to product pages around the world so that any customer, browsing on any device, can benefit.

The in-store experience is just as important, and we were delighted to win the Personalisation Initiative of the Year award for Digital Precision Eyecare at this year's Retail Week Customer Experience Awards. Our Digital Precision Eyecare has transformed how we provide expert advice and eye measurement to our customers. We have now taken the next step and begun rolling out version two of our award-winning Virtual Dispensing Toolbox Measurement application across all our territories, offering improved ways to explain lens and coating choices to our customers.

We opened 45 new stores across the world, and refitted or relocated a further 300. Among our new stores was the 52nd New Zealand store, which opened in Rangiora on the outskirts of Christchurch and is helping to breathe new life into the area after the devastation of the earthquake in 2011. The 182 sqm store has been extensively planned and built with future growth in mind.

Mystery shopping

Mystery shopping is part of the Specsavers culture – it helps us ensure our customers are being looked after in 'the Specsavers way' in each and every store across the globe. And when it comes to customer service, the Clare store in South Australia is a glowing example of how to get it right, with a remarkable 14 mystery shopper scores of 100% under its belt.

The store's customers back up that track record with comments like these: 'I can confidently say I don't receive better service anywhere than I do here. All the staff members have the customer's best interests in mind.' And, 'It was an absolute delight to be served by the best team I have ever encountered.'

We aim to exceed customer expectations whenever they visit one of our stores. In Australia, we successfully piloted CREATE in 50 stores – and it has proven to be our most impactful development programme in Specsavers Australia and New Zealand’s history. The programme is designed to equip our store teams with the skills and tools necessary to consistently create exceptional customer experiences, using the capabilities of coaching, relating, enquiring, adapting, teaching and engaging with our customers. This year will see its official launch in the region, as well as the roll-out of the programme across Northern Europe.

In the UK we launched a similar programme called the Specsavers way, and this year we captured its essence in a core set of behaviours aimed at helping staff continue to offer the great service our customers have come to expect. Like staff at our Trongate store in Scotland, who won The National Autistic Society’s Autism Friendly award after making changes to the way they operate, in order to reduce the difficulty and distress many autistic people feel during eye tests. These changes included quiet times and a chill-out area. And like apprentice Amelia, who encouraged a 12-year-old autistic girl to have an eye test by transforming a test room into a Frozen-themed wonderland, in honour of the girl’s ‘favourite thing in the whole world’. This was much to the relief and appreciation of the child’s mother, whose previous attempts to persuade her daughter to have an eye test had failed.

We have been taking that same great customer service directly into the homes of more than 100,000 people in the UK, through our Healthcall domiciliary eyecare business. Having achieved double-digit growth the previous year, the business has continued to grow, enabling us to provide optical care for more housebound people than ever before. We also rolled out the service across Northern Ireland and the Republic of Ireland this year.

In February 2017, we celebrated our 10th anniversary in Finland after an incredible year there. We ended the year leading the market in terms of customer volume, with 24% of optical customers in Finland now served by Specsavers, and 30% of all glasses bought in Finland coming from Specsavers. We also won the contract to supply glasses to the Finnish army, a major deal that will bring more than 5,000 extra customers to our stores every year.

Transforming eye health

This year we have reinforced our commitment to professionalism with a strong focus on offering broader eyecare services to our customers.

With technological change, an ageing population, improvements in treatment, and financial pressures on government-funded healthcare, Specsavers is working to relieve the burden on GP surgeries and hospital eye departments by offering enhanced optical services that fall outside of the standard eye test. These enhanced services incorporate minor eye conditions, glaucoma monitoring, cataract screening and diabetic retinopathy screening.

To transform eye health, ophthalmologists and optometrists need to find new, more effective ways of working together across primary and secondary care. In the UK, this year’s launch of our partnership with Newmedica, one of the largest independent ophthalmology providers to the NHS, will start to close that gap, helping to improve eye-health services for patients by providing a wide range of ophthalmology services to NHS patients in the community. The result will be better and more accessible patient care, reduced waiting times and improved outcomes. Another shining example is a first-of-its-kind Ophthalmic Diagnostic Treatment Centre, which opened in Specsavers’ Newport store. It is the only high-street location in the UK where optometrists provide initial screening and referrals for people with suspected macular degeneration, and NHS staff deliver treatment. The centre is a collaboration between Specsavers and the Aneurin Bevan University Health Board.

Specsavers announced a collaboration this year with the Royal Australian and New Zealand College of Ophthalmologists, bringing together the expertise of ophthalmologists and optometrists to provide seamless, efficient patient care and improve people’s eye health across Australia and New Zealand.

“With a growing and ageing population in both Australia and New Zealand, we have a duty to ensure there is ingrained collaboration between optometry and ophthalmology. It is not enough to say we work together – we need to actually set ourselves specific areas of collaboration and measure the effectiveness and efficiency of that collaboration. This arrangement between Specsavers and RANZCO does just that, the goal being superior patient outcomes.”
Peter Larsen, Specsavers’ Optometry Director



Member of staff conducting a field screen exam.

Focus on frames

At Specsavers, we don't just offer great value, we also offer great choice, quality, styles and brands. We sold over 20 million frames this year – more than half-a-million more than last year.

In Australia, we have partnered with Australian fashion designer Kym Ellery, resulting in a hugely successful designer frame collection that has been selling at an average rate of 2,740 frames a week since launch. In Northern Europe, designer brand Osiris has been flying off the shelves, becoming our best-selling range in that region, followed by Tiger of Sweden.

We were incredibly excited to announce our new collaboration with Kylie Minogue this year. Kylie Minogue Eyewear, launched exclusively to Specsavers, features a number of petite frames for women who, like Kylie, want stylish glasses for a smaller face. This global frame range launched first in the UK and Republic of Ireland, followed by Australia and New Zealand, and will continue to land in stores in Northern Europe over the coming months. Kylie Minogue Eyewear has been the UK/ROI's most successful launch ever, selling more than 7,000 units in its first week. The range has received more than 92,000 hits on the UK Specsavers website, with 70% of those people never having visited the site before. And it struck a chord with bloggers too, garnering more than 102,000 likes in the first week alone.

Other designer brands that have proved particularly popular with our fashion-savvy customers are GANT, Converse, Superdry and the unmistakable Cath Kidston. And the ComFit range, developed through extensive research and dubbed our most comfortable range yet, has really hit the mark with our over-60s customers.

Our focus on the kids market continues, and Disney remains the best-selling brand. New characters Moana and Finding Dory have been introduced to the collection in line with film releases, and both have proved popular. Four glow-in-the-dark frames have also been added to the Specsavers kids range, and these have been extremely successful.

We have continued to provide customers with ever better value through innovative offers and store promotions, reinforcing our commitment to providing best value eyecare and hearing care.



We introduced state-of-the-art, rechargeable hearing aids to the range this year.

“The empathetic manner of the audiologist made me feel reassured that she really knew what she was doing and that I could trust her to help me get used to my hearing aids and make whatever adjustments might be needed.”

Hearing care customer, Netherlands

Advancements in hearing care

We continue to provide our customers in the Netherlands, UK and Republic of Ireland with access to the very latest audiology products. This year we introduced a real revolution in the hearing-aid market with rechargeable hearing aids at Specsavers prices, and have consistently brought significant value to our customers when compared with our competitors.

It has been a great year for hearing care in the Netherlands, where we have established our reputation as owners of best-value audiology products and services. As a result, we have seen 10% more customers in the past year, despite a backdrop of challenging health-insurance market changes.

In the UK, our commitment to providing affordable hearing care to everyone has seen nine new hearing hubs open across the country, and volume growth of 21% on the prior year. We are now using video technology, adding to our professional credentials. This new technology enables us to examine the health of the ear canal and drum, and ensure sound has a clear pathway through to the delicate structures of the middle and inner ears. We can show the customer, on screen, what we're seeing, and record the information to help us keep track of any changes in the ear over time.

Progress in lenses

We constantly monitor the market for new innovations in contact lenses, and work with suppliers to design contact lenses that directly address customer needs. This year we developed our Serima Sphere lens to improve comfort, and launched easyvision verius, a unique, monthly silicone hydrogel lens. Over the past 12 months, we have sold 425 million contact lenses to Specsavers customers.

In addition to that, more than 9,000 customers joined our contact lens home-delivery scheme Lensmail, and we saw more than 100,000 new Specsavers contact lens wearers in Australia and New Zealand. To ensure ever more convenient access to our extensive range of products, we launched an online contact lens retailing platform in Norway – a service already offered in Sweden, Australia and New Zealand.

In excess of 40 million ophthalmic lenses were manufactured or supplied to our stores and partners last year. Following the success of UltraClear SuperClean ophthalmic lenses across Northern Europe, Australia and New Zealand, we have now introduced them to the UK market, providing lenses with improved anti-reflection and scratch-resistance properties, with the added benefits of being water-repellent, smudge-resistant and anti-static.

Sight savers... life savers

Specsavers has long championed the importance of regular eye tests and general eye health. This is often brought into sharp focus when a visit to one of our stores ends up saving a customer's sight, or even their life.

In Denmark, we launched the Complete Sight Club. This club is for customers whose lives we have saved through the new Complete Sight health check, which includes a significant number of additional checks on top of the standard eye test, including digital retinal photography. The Complete Sight health check has saved the lives of 15 people since launch.

A Colchester Hearing Centre customer thanked Zoe Hurry for her service when she was fitted with hearing aids. She wrote: 'Despite my hearing problems, I left your department feeling whole again.'



Maureen Afafy receiving an eye test.

Maureen Afafy received critical medical treatment after Glasgow Forge store optician Hanin spotted the symptoms of a stroke. Two days before Maureen was due to go on holiday, she went to Specsavers for an eye test. She had been experiencing headaches and reduced vision in one eye and assumed her prescription was out of date or that she had the onset of a migraine. But when optometrist Hanin examined Maureen, she referred her to hospital immediately, where it was revealed Maureen had suffered a transient ischaemic attack, also known as a 'mini stroke'. The prompt diagnosis meant doctors were able to give Maureen the treatment and medication she urgently required.

“I owe my life to Specsavers. If I hadn't received my appointment so quickly, the chances are that I could have died on that plane. I will never miss an eye examination again. Hanin called me every day to check on my progress and I can't thank her, and Specsavers, enough for their care, compassion and support.”

Maureen Afafy, customer at Specsavers Glasgow Forge



PASSIONATE ABOUT OUR PEOPLE

SUPPORTING OUR STAFF
TO BE THE BEST THEY CAN BE

At the heart of Specsavers' strong heritage and success story are our people. And while we recognise there is always a need to bring new talent into the business, our number-one priority will always be to retain and develop the great people we already have in our stores, support offices and manufacturing and distribution sites. Our core value of treating people as we would like to be treated ourselves is embedded in our culture and runs through our two-way communication, leadership tools and development. How we do things is as important as what we do.

Focus on learning and development

A commitment to developing our people and providing opportunities for growth and career progression is a fundamental part of the Specsavers success story. We continue to invest in our people by growing their knowledge, skills and behaviours in whatever role they have within our business. And in the past 12 months we have improved our learning and development offer across all parts of the business.

“Prioritise and take action – that’s what I’ve learned from the Specsavers Academy. Just be the best you can be.”

Hearcare partner, Netherlands

Within our stores

Whether you are a customer visiting us for optics or for audiology, you want great service from someone who takes the time to understand your needs and preferences, and provides you with the best products and services for you. That’s why the continual learning and development of our people is so important to us.

A shining example of our commitment to learning and development is Newtownards store partner Leigh Nelson, who has been crowned Retail Ambassador of the Year by the 2016 Worldpay everywoman in Retail Ambassadors programme. Leigh was commended for the commitment she shows to her 20 team members, actively mentoring them and supporting them to develop their professional skills and progress their careers.

Around 700 people in Northern Europe have participated in 1st Class, our official starters’ training programme, since it launched in June 2016. This is a new, blended clinical development programme covering everything a new starter needs to know about our company to be able to work in store and deliver first-class customer service. It includes practical and online experience, with six key training stages.



Kiki Soteri, Head of Enhanced Optical Services, facilitates a professional training session for optometrists.

“Now, after the 1st Class training, I understand how the customer journey works. It is a great start to working in Specsavers.”

Store team member, Specsavers Finland

Elsewhere, the ‘Eye for Style’ programme launched across Australia, increasing the capability of team members to discuss style preferences, brand stories, and features and benefits with our customers.

An average of 16,500 employees globally are regularly using our online learning management system, iLearn, to refresh and develop their skills, and in the UK alone, around 14,000 hours of online learning is being completed each month. Across Northern Europe, 80% of all store team members now log in to iLearn every month. But classroom learning also remains popular, with more than 45% of our learning and development programme being delivered face-to-face. In Australia and New Zealand, around 500 working days’ worth of classroom training was delivered this year.

The partnership model is the foundation of Specsavers’ success, so developing our existing and future store partners is something that is very important to us. There are clear

career paths for colleagues from entry-level to partnership, and our learning and development programmes span the full range of skills needed in our stores – clinical and professional, lab, customer service, retail management and, for existing and aspiring store partners, leadership and business management. We have redesigned how we support our partners to continue to be brilliant every single day, and have launched new partner-development programmes: Partner 2020 in the UK, Spotlight – the Connected Leader in Australia and New Zealand, and The Leadership Academy in Northern Europe. A combined leadership development path is offered to future Specsavers Partners across our five Northern European markets, from Pathway Institute of Leadership and Management training to a partner induction plan and Welcome to the Partnership training for new Joint Venture Partners.



Within our support offices

We continue to strengthen our self-led learning culture and in 2016/17 have encouraged our people to take control of their personal growth. There has been a focus on providing tailored development options, reflecting the varied and ever-changing business environment. Supporting tools include a refreshed online learning programme and a suite of workshops. We have also encouraged people to think differently and creatively about their personal development and to consider the use of local and global secondments, cross-functional projects, job shadowing and job change to support career advancement. This has enabled many of our people to undertake exciting opportunities in different parts of the business and the world, giving them breadth of experience and enabling us to promote internally into key roles within the business.

We are equally passionate about developing our current and future leaders, enabling them to realise their potential. A new, flexible, self-led and blended approach to leadership development allowed participants from right across the business to build on their development throughout the year and reinforce the skills and behaviours needed to be a great leader at Specsavers.

We have a strong legacy of growing our own talent from within, and our People Review forums are crucial in enabling us to do this. They support our managers to have great conversations about their people – how they are doing, where they want to go in Specsavers, and how we can help them to get there – ensuring we always have the right people in the right roles and at the right times, enabling us to achieve our business plans and strategic ambitions and ensure our people have a great experience of working at Specsavers. Asked for feedback following this year's People Review, one leader wrote: 'As managers and leaders, it's our job to spot and develop great talent at Specsavers. Not only to find our own successors, but to get the best from everyone in our teams. Different people have different hopes and ambitions, so it's vital that we understand these and proactively support people to find their own way to success.'

'People Reviews are a great way of taking a step back from the day-to-day operation and talking about our people – how they're doing, what they need in order to be even better, and how we can help them. They ensure we have what we need from our people, when we need it, in order to deliver an exceptional service to our customers and keep the business growing.'

Professional development

Over the past year, we have created strong and collaborative relationships with schools, promoting careers in optometry and working on becoming the preferred employer for students and graduates. In the Nordics, this has included numerous visits to schools, reinforcing the idea that Specsavers is a brand that focuses on professionalism, people development and innovation.

The success of our Optical Retail Apprenticeship scheme in England continues to grow, with 200 apprentices graduating in early 2017 and a further 300 apprentices currently on the programme. 95% of those joining the apprenticeship scheme have continued in the business, with almost 80% of those studying for further qualifications such as level 3 and 4 certificates for Optometric Clinical Assistants. Our plan for the coming year is to expand on this success to provide a 'best in class' apprenticeship service for the wider business.

In Australia, the support office in Melbourne hosted two days of induction for graduate optometrists. This was the first event of a two-year development programme designed for our recently qualified optometrists. A similar two-day induction event was held in Sweden for our first group of graduate opticians there. What's more, in the UK we recruited a staggering 450 students on to our pre-registration graduate training programme – our highest intake yet. This means that more than half of pre-registration optometry students across the UK chose to start their careers with Specsavers. The pre-reg programme forms part of the Specsavers optometrist career path, and marks a stepping-off point on the unique career pathway that spans school and youth engagement, a summer undergraduate programme and a bespoke learning and development programme for our newly qualified optometrists, as well as a programme of lifelong education and training.

🗣️ **Nine months after returning to the UK from a secondment as HR Manager in Hong Kong, I accepted a 12-month secondment as IT Business Manager. I have learned a lot from these very different opportunities, gaining a deeper insight into the business and working with different people across the business. I have been stretched, challenged, encouraged and trusted, and the experience and knowledge I have gained has been invaluable.** 🗣️
Sam Brehaut, Human Resources



Glaucoma skills workshop at one of our Professional Advancement conferences.

Offering enhanced optical services to customers in the community means ensuring all our optometrists are educated and accredited to deliver those services. In the UK, we embarked on the largest post-graduate accreditation drive ever attempted in optics, and in less than a year, more than 2,000 optometrists had been fully accredited to look after minor eye conditions, having completed their Level 1 and Level 2 MECs (minor eye conditions) accreditation with WOPEC (Wales Optometry Postgraduate Education Centre).

We also focused on the detection and management of glaucoma – the world’s leading cause of irreversible blindness – and by the end of February 2017, more than 1,900 Specsavers optometrists had completed the Level 1 glaucoma accreditation and were moving on to study for Level 2. This reflects what is an extraordinary time of change in our industry as we continue to expand the healthcare services we offer.

The recruitment blog Spectrum (specsavers-spectrum.com) has been relaunched in the UK as an online ‘club’ for all optometrists, whether or not they are associated with Specsavers. For optoms who sign up, it offers news, free online CET modules, exclusive news about developments in optics, professional-development modules, selected ProFile journal content and access to certain Specsavers CET events such as the PAC. Club members will be emailed regularly with updates.

We have introduced social media to our recruitment activities in the UK, using channels such as LinkedIn, Facebook and Twitter to increase brand awareness and

candidate attraction. We have also launched a new page to our careers site in the UK. Life at Specsavers (<http://jobs.specsavers.co.uk/life-at-specsavers/>) is aimed at providing an insight into what it is really like to be part of the Specsavers family. The page features employee spotlights, ‘days in the life of...’ and topical business news. We are currently building on the UK strategy, with a view to implementing it in our other territories in order to develop a global brand presence.

A great place to work

To truly be a great place to work, we need to know what our people think and feel about working here and to listen to their suggestions for improvement. This year, our annual engagement survey, Insight, went completely global for the first time, with store teams across Australia, New Zealand, Finland, Norway and Sweden joining the process. This enabled 24,727 people – partners, manufacturing and distribution site staff, store staff and support office teams alike – to have their say. This year we introduced added customisation, with tailored questions for different populations to make them more relevant, as well as some core questions to allow comparison across groups. Sustainable engagement was high, with store teams at 88% globally – seven points above the global retail average. And in our support offices we had really high support for our vision and values (95%) and our willingness to go above and beyond what is normally expected (95%).

Specsavers in the UK has been accredited for a further three years with Investors in People status. We had some very positive feedback from the assessors, including recognition that there is a clear commitment to



continuous improvement across the business, and a good culture of open and honest communication from leaders. Our manufacturing and distribution site in Szatmar, Hungary, has also been accredited with the international standard, with development, and transparency and trust being two areas highlighted as particular strengths.

We want to be famous as a great place to work, and our externally-accredited, bespoke scheme, Platinum Employer, is helping us to realise that ambition in the UK. The scheme has been developed to ensure first-class people practices in our stores and to support the recruitment and retention of staff. Gaining Platinum Employer status involves being assessed against five standards in different areas of the employee experience, such as performance, management and reward. Interest in the scheme has been overwhelming.

In Australia, the retail support team in New South Wales hosted a careers evening for store partners and their teams to discuss future opportunities for the business. It provided a great chance to share information on the various development programmes.

Self-employed professionals can be crucial to a store’s optometry service and often represent the best way to deal with holiday or sickness cover. So the launch of a

locum diary app in the UK, making it easier for locums to work at Specsavers, has been great news for stores. In the first week following its launch, 850 people downloaded the app, alerting them to job opportunities, enabling them to submit interest in any location’s dates and update their availability, as well as read Specsavers news – all at the click of a button.



Satvinder Soomal, Head of Enhanced Optical Services, giving a lecture at an optical industry event.



Doug Perkins, Joint Group CEO and Co-founder, speaking at one of the UK’s largest optical industry events.

PASSIONATE ABOUT PARTNERSHIP

AT THE HEART OF EVERYTHING WE DO

Partnership is integral to Specsavers, and everything we do as a business is about supporting our store partners so that they can run successful businesses, lead and inspire their teams, and exceed customer expectations.

We do this by staying close to our partners, providing specialist business and retail support, and offering a regular programme of communication and events, all designed to respond to the particular needs of each region. It is the strength of this partnership that brings us success.

Nurturing our partnership

Staying close to our store partners means making sure they are kept up to date on future plans, gauging their feedback and getting around the table to discuss business challenges. We work shoulder-to-shoulder with our partners, and have partner representation on each of our regional boards to help us do just that. Having partner board members play a full and active role has proved such an overwhelming success in the UK that every governance committee now has partner representation. We have also provided secondment opportunities for store partners to undertake key roles within the support office, and their vast experience and knowledge of store

operations has proved invaluable. Our global programme of communication events includes partner communication meetings, partner letters, surveys, seminars, forums and user groups, annual conferences, and even a brand new TV channel.

One particular success story is this year's drive to ensure every single store in the UK/ROI and Denmark is visited by a support-office leader. This initiative allows cross-fertilisation of ideas, discussion of business opportunities, and the development of new and better ways for our office and field teams to support stores.

With 30 years of experience behind them, our store partners have a wealth of knowledge to share. To capitalise on this, our Pay it Forward concept actively encourages and makes it possible for partners to share and learn from each other. There are no boundaries to the partnership mantra, and supporting each other in this way is another example of how working together makes us stronger.

Supporting and developing partners

Engaging and supporting our partners of today, and developing potential partners of tomorrow, is essential for the health and future growth of our business.



Hearcare window takeover, Blanchardstown.

The Specsavers calendar is packed with conferences, seminars and events for store staff and partners, ranging from big set-pieces to smaller networking opportunities, all designed to inform, engage and inspire.

More than 2,000 professionals attended the Specsavers Clinical Conferences that took place across Northern Europe in October. These events are open to optometrists, opticians, optical dispensers and audiologists across the region, whether they work for Specsavers or not, and focus on professional advancement and development. At this year's events, we launched the Specsavers Green Club, which is open to all qualified professionals. So far, more than 1,500 people have joined, with 40% of those being from outside of the business. Members are now enjoying news updates about new webinars, and events on developments and innovations in the optical and hearing industries.

Specsavers is the largest provider of optical CET points in the UK and, through a combination of events and online learning, more than 65,000 points were awarded to practitioners during the course of the year. Europe's largest clinical optical and hearing conference, the Professional Advancement Conference, attracted more than 2,000 practitioners in October and offered a wide-

ranging programme of development for people at all stages of their careers, from trainee to post-graduate qualifications and accreditations. Enhanced optical services were a key focus, and there were sessions on children's eyecare, contact lenses, regulatory standards, dispensing, nutrition, and communications skills.

Elsewhere, more than 250 Hearcare partners, hearing aid dispensers and hearing care assistants enjoyed an extensive audiology programme, which included product updates, manufacturer workshops, clinical sessions on video otoscopy and real ear measurements, and a keynote presentation from the BBC's Dr Sarah Jarvis, who spoke about the importance of working together to be an effective clinical team.

Northern Europe Green Club webinar:

Dancing with your customers, the art of customer loyalty

“A real feel-good lecture/session – inspiring and thought-provoking. A very light sales topic actually was very fundamental for anybody's view of life!”

Student at Metropolia University of Applied Sciences, Finland

In April, eight CET sessions were run on our stand at Optrafair and building on the interest shown, a full CET programme was delivered at 100% Optical in February. A total of 1,130 interactive CET points were earned by hundreds of delegates over the course of the weekend. A similar programme will run at Optrafair 2017.

In October 2015, we embarked on the largest post-graduate accreditation drive ever attempted in the UK, and by the following September more than 2,000 optometrists had been supported to complete the Level 1 and 2 minor eye conditions accreditation with WOPEC (Wales Optometry Postgraduate Education Centre). We also focused on developing our professional staff in the detection and management of glaucoma – the world’s leading cause of irreversible blindness. In the space of five months, more than 1,900 Specsavers optometrists had completed the Level 1 glaucoma accreditation and were moving on to study for Level 2.

Despite an increasingly competitive employment market, 2016/17 was our most successful year for partner recruitment in the UK and as performance across our markets broke all records, we introduced more new Joint Venture Partners to the business than ever before. We also recruited more than 550 experienced optometrists to our UK stores.

Reaching more customers

One of the ways we help stores to reach more people is through impactful marketing campaigns aimed at grabbing the attention of the public.

Our sports sponsorships, such as the partnership between Specsavers and New Zealand Rugby, ensure that referees and players alike get their eyes checked before tournaments, as well as ensuring our branding is centre stage on sponsored kit and pitch signage.

Should’ve gone to... moments come in all shapes and sizes, and with our award-winning in-house Creative agency, we can be pretty quick off the mark when the opportunity arises, as it did at the 89th Academy Awards. In lightning-quick time, we had responded to the mis-announcement of a category winner with an ad on Twitter, Facebook, various news media globally, and digital screens in most major UK train stations.

Our store window takeovers help to increase awareness of the various services and the value we offer. In the UK, we ran campaigns in the national press to help customers understand the great value offered to our hearing care customers by comparing, like-for-like, our prices with those of a key competitor.

Raising public awareness of the level of care that high street optometrists can provide was another priority. Campaigns in the UK informed people they could visit an eye health clinic at their local Specsavers store if their eyes were ‘not feeling quite right’. In August, Specsavers announced a partnership with the Royal National Institute of Blind People, aimed at supporting its vital work. It included a £3 million investment in a multi-media campaign to educate people about eye health. In February, Specsavers and the International Glaucoma Association joined up in a million-pound health information campaign to raise awareness of glaucoma and encourage people to have regular eye examinations.

A suite of Specsavers ‘how to’ videos have been launched on YouTube, addressing the most common questions consumers have about their hearing aids and contact lenses and helping customers master the basics after they have left our stores. We also launched a campaign in Australia to encourage parents to book their children in for an eye test as part of their back-to-school routine, following research showing that one in three children in Australia has never had an eye test.

Northern Europe Green Club webinars:
Retinal detachment and associated symptoms

“Good presentation of a topic you need to think about every day.”
Optometrist at Synoptik, Sweden

“Specsavers has a truly outstanding brand, clearly differentiated from the rest and highly trusted.”
Mintel’s Optical Goods Retailing report, February 2017, commenting on the strength of Specsavers



Patient has an optical coherence tomography (OCT) scan at Specsavers Mere Green store in Sutton Coldfield.



Specsavers' Creative department was quick to respond to the Oscars 'mistake' with a social media campaign.



The award-winning Ringwood store in Australia.

Investing in our stores

As more and more people choose Specsavers, we need to make sure our stores can continue to provide the very best customer experience. This means opening new stores, and expanding and refitting existing ones. It also means innovating processes and investing heavily in technology to increase efficiency and improve our service to customers – in short, getting the infrastructure in place to future-proof the business.

We are in the process of replacing our clinical and retail systems with a new Cloud-hosted solution. The new system will enable us to handle greater volumes and provide a more seamless experience for customers, providing the platform for new digital developments in store. The roll-out in New Zealand is now complete and will be followed by its introduction to our Northern Europe region in the coming year.

In Australia, the Easy Price app received a major update, with all our national, local and Health Fund offers now built in, helping store teams to quickly identify the best value for every customer.

Optical coherence tomography (OCT) is a non-invasive imaging test, which uses light waves to take cross-section pictures of the retina and helps optometrists to diagnose and provide treatment guidance for conditions such as glaucoma and retinal disease. It is clearly the diagnostic future for optometrists as it offers significant benefits for patient care, provided that the right level of training and mentorship is in place. Over the past year, Specsavers has made significant progress in developing an OCT strategy for all our markets, and there are plans to commence an extensive roll-out across a number of them.

Enhancing our supply chain

We continue to invest in and develop our supply chain to ensure we are able to support business growth amid changing regulatory demands, as well as providing exceptional service to our customers.

We invested heavily in our Chinese sites during the past year in order to support increasing demand in Australia and New Zealand, as well as create greater flexibility that means some product ranges can be manufactured in specific regions and distributed throughout our global network. We installed a new coating facility in Advance Vision International, which has a 25,000-lens-per-week capacity, and we are currently relocating another operation to a new facility in China. The new facility features the latest in optical manufacturing technology and will help future-proof our operations by creating significant additional capacity.

We completed our two-year construction project in Kidderminster, UK, and relocated Lens-Online and International Glazing Services into the purpose-built facility at the start of 2017. This has provided both businesses with additional capacity and will allow them to support our next 10 years of anticipated growth. We now have the capacity to produce 95,000 lenses each week out of Kidderminster and 80,000 lenses out of our operation in Szatmar, Hungary, helping us to deliver great service and value to our customers.



PASSIONATE ABOUT CORPORATE RESPONSIBILITY

SUPPORTING OUR LOCAL COMMUNITIES

Our position

At Specsavers, we are passionate about giving back to and working with our local communities, wherever in the world we operate. We support many local, national and international causes, and are committed to supporting eyecare and hearing care projects in developing countries. In the past 12 months, we have donated more than £2.3m to charities and good causes globally.

We recognise our responsibility to pay the amount of tax legally due in the country in which that liability arises and to comply with the applicable rules and regulations in each of the countries in which we operate. Tax payments make a vital contribution to sustaining social welfare across all our markets, enabling governments to fund policies that help people avoid economic hardship.

Last year, more than £78m of tax was paid on profits generated by Specsavers businesses to the governments of the countries in which those businesses operated. In addition, we generated and collected a number of other taxes, such as employee and sales taxes. In 2016/17, the total amount contributed to tax authorities around the world as a consequence of Specsavers' commercial activities exceeded £530m.

Our stores provide employment for more than 27,000 local people, all of whom have access to regular training and development, helping them to progress through Specsavers on their chosen career path. The same is true for the 4,000 people who are employed in our support offices and manufacturing and distribution sites around the world.

In line with our core values and our policies, we have been reviewing the whole area of gender pay. We have looked at genuine like-for-like roles to ensure we are gender-neutral and that what we see reflects a true picture of the business. Looking across all job bands, the numbers show a solid picture (ranging from -0.5 to 11.6%). However, we will continue to make sure that any decisions about pay (and all other aspects of working at Specsavers) are gender-neutral. While these figures give an accurate picture, we will be publishing the much broader overall gender pay figures by April 2018.

Our progress

Across all our markets, we are involved in a vast number of activities to raise money for local, regional and national charities, helping to improve the lives of those less fortunate than ourselves. Here are just some of the highlights from 2016/17:



Our Netherlands team has been fundraising and volunteering for charity De Zonnebloem to help make public venues accessible for people with physical disabilities.

The UK and the Republic of Ireland

- More than £1.3 million was raised through store and support office fundraising, as well as personal donations from Dame Mary and Doug Perkins, for a range of local and national charities and Specsavers-supported partnerships. Beneficiaries included Guide Dogs for the Blind, Blind Veterans UK, Vision Aid Overseas, Hearing Dogs for Deaf People, and Sound Seekers.
- Through our marketing and PR activity we supported the Eyecare Trust and National Eye Health week by raising awareness of eye health and the importance of regular eye examinations.
- Specsavers Healthcall, our domiciliary company, joined forces with Carers UK to launch a creative writing competition aimed at raising awareness of the great work done by carers in and around the UK.
- We embarked on a new partnership with the Royal National Institute of Blind People (RNIB), commissioning a State of the Nation Eye Health Report and pledging to raise £100,000 by June 2017 to help fund sight-loss advisors around the UK.
- Through our annual Spectacle Wearer of the Year (SWOTY) competition we raised £88,000 for UK anti-bullying children's charity Kidscape.
- Free vision-screening software is being made available to all 27,000 primary and secondary schools in the UK through funding by Specsavers and a Screening for Schools campaign. This vision-screening software will help to detect the most common eye problems among children, allowing them to be corrected early on.
- Our Irish stores continued to support the renovation of an ophthalmic unit at Our Lady's Children's Hospital in Crumlin, adding a further €50,000 to the €100,000 already donated.
- Specsavers is partnering with Modern Muse, a not-for-profit enterprise that aims to give schoolgirls from all walks of life an insight into the different careers available to them when they finish their studies. Many of our female colleagues have uploaded profiles about their roles, to help showcase the varied opportunities available at Specsavers.

Spain

- Our Spanish stores collected 8,500 pairs of unwanted glasses and donated them to the Lions Club International, which works to eliminate preventable and reversible blindness.
- We also raised €2,300 for Kidney Research UK and their Spanish equivalent, ALCER.

Northern Europe

The Netherlands

- In stores across the country, we raised a total of €200,000 for 124 local charities. In addition to this, and as part of our ‘Giving back to our local communities’ policy, every store employee volunteered at their store’s chosen local charity for a day.
- Our support office team volunteered with national charity De Zonnebloem to help organise an event for people with physical disability to attend a local art museum.
- €65,000 was also raised for De Zonnebloem. These funds went towards making 10 public venues across the region accessible for people with physical disabilities.

Denmark

- Louis Nielsen raised more than €40,000, and donated those funds to local charities such as Hospitalsklovne (entertainers that visit local children’s hospitals), Stafet For Livet (raising money for cancer treatment) and Mødrehjælpen (providing support for low-income families).

Finland

- Store teams raised €10,000 to help enhance the facilities at five local hospitals and carry out research into children’s eye diseases.
- We collaborated with the Helsinki City Run to host the first-ever Specsavers Helsinki City Walk. Four euros from each entrance fee was donated to the Finnish Heart Association, raising a total of €5,000 for the charity.

“Specsavers has so many talented females across a variety of roles, and I am really keen for us to share this knowledge and experience with the next generation through our partnership with Modern Muse.”
Dame Mary Perkins, Specsavers Co-founder

Sweden

- Fifty-eight stores across the country raised 320,000 SEK for local causes, including a women’s refuge and support for refugee children.
- Our support office team collected 70,000 SEK to build new accommodation at Ronald McDonald House in Gothenburg, which provides a ‘home away from home’ for families who have children staying in hospital. The team also handed out goodie bags to all 29 families staying at the house.

Norway

- Following the UK’s partnership with RNIB, we started working with its Norwegian counterpart, Norges Blindeforbund, and are looking to develop this relationship over the coming years.
- We raised €27,500 for local causes, including funding entertainers to visit children in hospital, forming football teams for children with special needs, and holding festive events for elderly people who otherwise would have been alone at Christmas.
- An additional 10 stores signed up to support our Give Sight project in Tanzania.

Australia and New Zealand

- At the Specsavers Partnership Seminar, we raised \$125,400 for CanTeen, a young people’s cancer charity that provides counselling and support to those aged between 12 and 25.
- Three outreach programmes took place at the Pacific Eye Institute in Fiji, with optometrists from both Australia and New Zealand flying over to help train seven eye health nurses. Nurses were trained in refraction and eye health assessments, providing them with skills they could take back to their own countries, helping their communities to become self-sufficient.
- We collaborated with renowned New Zealand artist Dick Frizzell to create a limited-edition glasses frame. The frames sold out within six weeks, raising \$17,500 for The Fred Hollows Foundation NZ. This donation will go towards providing sight-saving cataract kits to hospitals within the Fred Hollows Pacific outreach areas.
- Stores across Australia and New Zealand raised more than \$825,000 for The Fred Hollows Foundation and for local charities.

- Stores in the state of Victoria purchased a Tobii Eye Gaze (a device which tracks eye movement) for the local Royal Children’s Hospital, using money raised through the Specsavers community programme. This will enable children unable to communicate through speech or sign language to communicate using their eyes.

Hong Kong

- Our support-office team donated 8,000 obsolete and discontinued frames to Lions Club International for distribution to high-poverty locations around the world.
- We raised HKD 2,674 for the Hong Kong Blind Union, which strives for equality, opportunities and independence for people with visual impairments.

Manufacturing and distribution

- Through various fundraising activities, Aston Labs in Birmingham raised £2,000 for the Teenage Cancer Trust Young Persons Unit at the Queen Elizabeth Hospital.
- Airways Optical raised money for various charities, donating £1,000 to the Wave 105 1,000 Faces appeal, £1,000 to Countess Mountbatten Hospice Charity and £230 to Cancer Research.
- Szatmar Optikai raised more than £2,000 for local charities through various fundraising activities including wear it pink, and charity walks in the local area.
- Vision Labs had a busy year supporting a number of charities, including Breast Cancer UK, Sight Concern, Sport Relief, Midlands Air Ambulance Charity, MacMillan Cancer Support and the British Heart Foundation. They also donated more than 500 volunteer hours to the local community.
- International Glazing Services and Lens-Online Ltd have spent more than 500 volunteer hours supporting their local communities and raised more than £2,000 for local causes.
- Hi-Spec Lenses raised around £2,700, which it donated to Movember, Macmillan Cancer Support, and ‘Change for Lee’ (Brain Research Trust).



Langaliki Langaliki

Talented Aboriginal artist Langaliki Langaliki sadly passed away last year.

Langaliki Langaliki had worked with Specsavers for three years, creating three limited-edition frames that raised more than \$162,000 for The Fred Hollows Foundation.

Wanting to continue Langaliki Langaliki’s legacy, Specsavers and The Fred Hollows Foundation have begun a collaboration with another Aboriginal artist, Peter Datjing Burarrwanga. Peter has experienced the foundation’s work first-hand, having undergone sight-saving cataract surgery.



Artist Dick Frizzell’s limited-edition glasses frame helped to raise money for The Fred Hollows Foundation in New Zealand.

Our plans

In 2017/18, the Specsavers partnership will:

The UK and the Republic of Ireland

- continue our partnerships with national and international organisations, including Guide Dogs for the Blind, Blind Veterans UK, Vision Aid Overseas, Hearing Dogs for Deaf People and Sound Seekers
- provide ongoing support to local charities through fundraising and awareness activities in our stores and support offices
- pledge to raise £100,000 for the Royal National Institute of Blind People, to fund sight-loss advisors around the UK
- embark on a new partnership with the International Glaucoma Association to help promote glaucoma awareness
- support National Eye Health Week, promoting awareness of eye health and the importance of regular eye examinations
- raise £80,000 for anti-bullying charity Kidscape to enable it to continue its vital work
- continue to support the renovation of an ophthalmic unit at Our Lady's Children's Hospital in Ireland

Spain

- partner with the ONCE charity to raise funds that help provide services for the blind, as well as people with serious visual impairment
- work with a national food bank charity to collect food and support the cause

Northern Europe

The Netherlands

- raise at least €150,000 for local charities and inform our customers what these donations really mean to their community
- work with our new national charity, Diabetes Fund, and raise €50,000 that can be used to support education, research and awareness projects
- encourage our teams to be involved in good causes and give back to our local communities through our CSR approach

The Nordics

- continue to recruit more stores to get involved in our Give Sight Give Back project by raising money, and showcase our support through a newly created website
- continue collecting frames for Tanzania and arrange eye camps to provide eye tests and glasses for people in that country
- raise €40,000 through local and national charity activities
- get more stores to engage in local charity projects, with each store donating a minimum of €500 to charity
- look into providing clinical expertise to the Norges Blinddeforbund charity project in Nepal, which provides free medical treatment for people with cataracts



Give Sight project in Tanzania

Our Nordic stores and support offices worked together on our Give Sight project, assisting at eye camps in Tanzania. Teams of opticians, optical assistants and ambassadors from the Nordics volunteered to provide sight tests for people in rural areas who do not have access to eyecare. Throughout the year, Nordic stores also collected more than 30,000 pairs of customers' unwanted glasses, which were sent to Tanzania and prescribed to those visiting the clinics. Since the project in Tanzania was founded seven years ago, more than 32,000 Tanzanians have received a sight test and spectacles.



Australia and New Zealand

- carry out two outreach programmes at the Pacific Eye Institute in Fiji and, for the first time, an outreach programme in Vietnam. Within these, our optometrists will provide school children with eye screenings and will train refractionists and spectacle technicians
- initiate a new partnership with a local New Zealand artist to create a limited-edition frame to be launched in 2018/19
- work with Peter Datjing Burarrwanga at his home in Elcho Island, to create a new, Aboriginal-inspired, limited-edition frame, which will be launched in 2018/19
- donate more paediatric glasses to the Pacific Eye Institute in Fiji and Regional Eye Centre in the Solomon Islands

Hong Kong

- support our nominated charity, Hong Kong Guide Dogs for the Blind, through fundraising events throughout the year
- continue to donate obsolete and discontinued frames to Lions Club International
- hold an all-team 'giving back to the community' event, focusing on helping disadvantaged people in Hong Kong

Manufacturing and distribution

- continue to support local charities and good causes at our manufacturing and distribution sites globally
- encourage our teams to volunteer during their working hours to support local initiatives

Food Angel

Last year we held an employee volunteering event at Food Angel, a food-rescue and assistance programme.

Supporting some of the 960,000 elderly and disadvantaged people living in Hong Kong, Food Angel collects edible surplus food from hotels and supermarkets that would otherwise be sent to landfill, and turns it into hearty hot meals for people in underprivileged communities.

As part of our volunteering event, we donated 170 hours, and our Hong Kong team helped prepare, cook and distribute more than 6,000 hot meals around the region.

HKD 10,500 was also donated to the charity.





TRADING ETHICALLY

Our position

We work to ensure the people who make our products have safe and healthy workplaces, where human and civil rights are respected. We also require our suppliers to take the necessary steps to protect the environment. We are committed to our global ethical trading policy and ensure regular, independent audits of all our major suppliers who do not operate in globally recognised regulatory environments.

Wherever possible, we develop strong, long-term relationships with our suppliers so that we can work together towards our vision of providing best value eyecare and hearing care to everyone.

Our progress

In 2016/2017:

- we remained committed to acting responsibly and trading ethically, protecting the environment and ensuring that the people who make our products are safe, healthy and free from human rights abuses
- we completed 39 supplier audits with our frame, ophthalmic lens, uniform, unitary, and equipment vendors. These audits ensure compliance with our social and environmental standards, enabling long-lasting improvements to be achieved
- we reviewed existing policies and procedures in our supply chain and embedded new legislation, such as the Modern Slavery Act, ensuring the associated risks can be identified and we can take appropriate action if required

- we invested heavily in our supply chain teams, ensuring we have the skills and resources in place to effectively manage our activities and deliver our upcoming plans

Our plans

In 2017/2018, the Specsavers partnership will:

- complete a minimum of 55 supplier audits to ensure suppliers meet our ethical standards, and assist them to improve their social and environmental impact
- engage with our suppliers to understand the origin of our products and ensure appropriate controls are in place
- work with our suppliers to raise awareness of and educate them about the risks in relation to modern slavery and the sourcing of raw materials, to enable them to take appropriate action
- extend our review of suppliers to those operating in globally recognised regulatory environments to ensure they also meet our global ethical trading standards
- reissue our frame-purchasing manual and global ethical trade policy to reflect the changing demands of legislation and standards impacting our supply chain
- support our functional leaders to embed compliance activities into their commercial decision-making through development of regular monitoring, reporting, education, training and risk-assessment processes
- continue to develop and share our plans and progress in our Annual Review



The Specsavers supplier code of practice

Specsavers continually strives to develop and promote high standards of social and environmental responsibility. Since 2008, Specsavers suppliers and their subcontractors have been required to operate and be assessed in accordance with our code of practice:

Obey all applicable laws

Commit to act in accordance with all the relevant laws, regulations and industry standards in the countries in which our suppliers operate.

Treat people with dignity and respect

Adopt the following best practices to promote healthy and safe workplaces, where human and civil rights are respected:

- Employment is freely chosen
- Freedom of association and the right to collective bargaining are respected
- Working conditions are safe and hygienic
- Child labour, forced labour and illegal subcontracting are not used
- Local wage legislation is met or exceeded
- Working hours are not excessive
- No discrimination is practised
- Regular employment is provided
- No harsh or inhumane treatment is allowed

Protect the environment

Recognise global and environmental responsibilities and take all commercially reasonable steps to safeguard the environment.

Specsavers suppliers must be prepared to work towards:

- compliance with recognised environmental standards
- a commitment to actions to restore and preserve the environment
- a commitment to reducing waste and pollutants, conserving resources, and recycling materials at every stage of the product life cycle whenever possible
- development and application of technologies to minimise pollutant emissions
- continual assessment of the impact of their products on the environment and the communities in which they operate



PROTECTING OUR ENVIRONMENT

Our position

We are committed to taking responsibility for the impact our business has on the environment and have adopted a risk-based approach to understanding, minimising and mitigating this impact. This is conducted in line with our values and the responsibilities we have to our customers and our people, as well as our obligations in the countries in which we operate.

Our environmental programme is an important element of our corporate responsibility approach. We understand that both global and local environmental issues can have a wide-reaching and long-term effect on our society, now and in the future.

We recognise that the consumption of energy, the use of non-renewable resources, water and packaging, and waste creation are all things we need to monitor and reduce in every part of our business:

- our 1,800-plus stores account for the largest share of our carbon footprint through the direct and indirect emission of greenhouse gases related to energy use
- our manufacturing and distribution sites have a significant carbon impact through energy use, with the additional elements of water, packaging and waste
- our support offices also contribute to our carbon impact by using energy for administration and IT infrastructure

Our progress

In 2016/17:

Governance

- We published our group environmental policy, which highlights our global objectives and provides guidance for employees and partners on how they can apply our wider group plans at a local level.
- We established a global environment team to deliver a consistent environmental approach across the board. Led by our Chief Commercial Officer, the group comprises cross-functional senior managers to ensure all areas of the business have a voice.
- Our Hungarian site, Szatmar Optikai, achieved its ISO 14001 accreditation, providing assurance to our customers and suppliers that we understand the impact our operations may have on the environment, and that we have structures and controls in place to manage and minimise this effect.
- In our UK and Guernsey support offices, we embarked on obtaining local environmental accreditations, assessing our local environmental impact and creating a pathway to improving our environmental performance:
 - Keep Guernsey Green Award (Guernsey)
 - Green Impact award (Whiteley)

- We continued to review our risk-assessment approach against environmental legislation. As a result, we commissioned a third-party supplier to carry out energy efficiency audits, and achieved compliance with the requirements of the European Energy Efficiency Directive for our property portfolios in the Netherlands and Denmark.

Energy procurement and supply

- We renewed our commitment to procuring green energy for our UK retail and support-office portfolios, ensuring these contracts are with suppliers that have Renewable Energy Guarantees of Origin (REGOs).
- For the UK stores and support offices, we continued to procure electricity on renewable-energy tariffs that carry Ofgem REGOs. This means we have robust certification around the renewable credentials of our suppliers.
- We achieved a BREEAM ‘Very Good’ energy-efficiency rating at our new facility in Kidderminster, UK, which houses our International Glazing Services and Lens-Online operations. Other environmental initiatives being driven at the new site include:
 - harvesting rainwater for use in toilet cistern flushing
 - a heat-recovery system that uses the heat emitted by our machinery to heat the office space
 - LED lighting across the whole site, both internally and externally
 - a sustainable drainage system that avoids discharge to the public sewer
 - the installation of photovoltaic panels, which will reduce carbon emissions by 17 tonnes a year
 - a solar thermal water-heating system to supply sinks in the toilets and the canteen
 - external planting to increase the biodiversity of the surrounding property

Energy use and efficiency

- For the first time, we were able to collect accurate data relating to our property and vehicle fuel and energy use across Denmark, Sweden and the Netherlands. This has helped improve the accuracy of our global carbon footprint data.
- We completed the installation of an enhanced energy-monitoring system at our Guernsey support office. By introducing half-hourly data facilities, we will have access to improved data and analysis to help

better manage our electricity consumption. By closely monitoring and managing our electricity usage at our UK and Guernsey support offices, our overall usage fell for the third year in a row.

- Szatmar Optikai completed the installation of a diabatic cooler and variable speed drive retrofit kits on their chillers, saving 78,000 kWh of electricity a year.
- In the UK, Vision Labs and Aston Labs have both exceeded their Climate Change Agreement efficiency targets, leading to savings of £88,000 and £58,000 respectively over two years through the reduction of Climate Change Levy and Carbon Reduction Commitment obligation payments. We have also now entered into an additional Climate Change Agreement at our Airways Optical Limited site.
- Airways Optical Limited completed the final phase in upgrading to LED the existing high bay halogen lighting. This has led to a 50% reduction in energy use.

Water use

- Szatmar Optikai completed a review and technical analysis of wastewater created at its site and is now looking to further increase the purity of the wastewater collected.
- Airways Optical Limited in the UK implemented a new wastewater treatment process, greatly increasing the purity of the processed water and allowing it to be discharged to the public sewer.





Waste and recycling

- Szatmar Optikai completed a waste review, resulting in a 50% reduction in mixed waste and reusable or recyclable paper and a doubling of their foil recovery.
- MGS continued their efforts to reduce the use of paper and card through a review of job processes. By making a simple alteration to job tickets, MGS stopped printing a dispatch note for each job. With an annual volume close to one million jobs, this is a huge saving in terms of paper and printing.
- As part of our support-office refurbishments in Guernsey, we had a large number of office partition screens to dispose of. Rather than send these directly to the landfill site in Guernsey, we offered them to local organisations and found a large number of takers, including the Guernsey Society for the Prevention of Cruelty to Animals (GSPCA) and the States of Guernsey. We were also able to supply the GSPCA with other unwanted items of office furniture.
- A further review of waste streams at MGS has led to plastic frame bags and elastic bands being reused. As a result, 73kg of rubber and 3.8 tonnes of plastic have been diverted from landfill. MGS also continued to work on their box-recycling scheme. Since this began in 2015, the total number of boxes from the Asia Pac supply chain being reused for despatch to the ANZ store portfolio has now reached 238,770. This equates to 56 tonnes of cardboard, saving more than AUD 326 and over 950 trees.
- We created Project Match, a joint collaboration between our Supply Chain and IT teams, whereby old laptops that are no longer required are recycled and given to a local fostering agency in Droitwich.

Travel

- We promoted sustainable transport options such as journey planners, local cycle routes, and cycle-to-work schemes across all our support offices.
- Where local councils were encouraging residents and local companies to reduce their reliance on vehicles and improve their wellbeing through activity, we supported and promoted this to staff.

- We encouraged colleagues at our support office in Nottingham to ditch their cars and jump on the trams and buses in an effort to help combat congestion in the city and support a more sustainable transport system. We also installed a 46-inch LCD display screen in the reception area to stream live traffic and public transport updates and help staff to find alternatives to using their own vehicles.

Communications

- Via regular environmental communications, we increased the information available to our employees regarding our global environmental activity. The communications promoted activities taking place across the business that staff could get involved in and raised awareness of what employees could do to help the company achieve its environmental objectives.
- We launched an Environmental Awareness e-Learning module – along with supporting resources – to all support office employees globally. Available 24/7 via our online learning system, the module raises initial awareness of some of the common areas of focus for corporate environmental management.

Recycling

Vision Labs in the UK donated a number of waste optical lens blanks to a local reuse and recycling charity. The Worcestershire Resource Exchange collects safe waste products from local businesses, saving them from landfill and providing them to individuals, artists, community groups and schools.

Our waste optical lens blanks were given to a local group of children with learning disabilities, who made them into sun-catchers.

Melbourne Glazing Services (MGS) also donated waste lens blocks to local artist Ann Zomer, who used them to create a range of different artwork to be showcased at local art exhibitions.

Our plans

In 2017/18, the Specsavers partnership will:

Governance

- work with the new Global Environmental Group on a broader remit, assessing and mitigating the potential adverse environmental impacts of our operations and setting global environmental objectives
- continue to review our risk-assessment programme against current and future environmental legislation
- work to attain the Keep Guernsey Green Award (KGGA) for our Guernsey support office, and commence work to upgrade our bronze Green Impact award to silver in our Whiteley support office
- complete European Energy Efficiency Directive audits for our Swedish property portfolio, including the additional energy-mapping requirements set out by the Swedish regulators

Energy procurement and supply

- complete the roll-out of automated meter reader installations for the UK retail portfolio, to provide us with half-hourly consumption data for more than 50% of our UK and Guernsey electricity consumption on a single remote platform

Energy use and efficiency

- formalise and further extend our global energy use reporting
- develop a management programme that will enable us to use the enhanced energy data now available to improve energy efficiency within our Guernsey support office
- complete the LED lighting feasibility study at our Whiteley support office to assess whether or not it is viable to proceed with a lighting upgrade
- commence a Climate Change Agreement at our Airways Optical location in Southampton

Waste and recycling

- continue to assess the processes in our manufacturing and distribution sites and look for further opportunities to improve chemical handling and reduce chemical usage

- simplify the paper-handling process at Szatmar and increase the efficiency of collection for recycling
- expand our initiative to increase the reuse of office waste in Guernsey
- aim to move to a paperless manifest for stores in MGS, potentially saving the printing of 270,000 A4 sheets every year. To put that into context, it would take two-and-a-half trees to make that much paper

Water

- explore the opportunity to roll out the Airways Optical water-treatment improvements at Vision Labs, and continue with the water-quality improvements at Szatmar
- increase the use of the Bazel water-treatment system at Szatmar to reduce water consumption

Travel

- revisit our travel data collection to look for improved accuracy and ways of reporting

Communication and engagement

- continue to raise awareness of environmental issues through our Keep Guernsey Green Award and Green Impact activities
- continue to collaborate with and learn from other organisations through membership of and participation in external groups such as the Hampshire Sustainable Business Network and Future South
- look for ways to use our 14001 management system at Szatmar to increase employee engagement with environmental issues

“I'd just like to say a big thank you to Specsavers for the very generous donation of several laptops this week. Gifts such as these really help our children and young people and I know they will be thrilled to receive one. We will hold a few back for the children who come into the agency for one-to-one tuition. The laptops you have provided will meet their needs much better than the antiquated desktop we've been using to date!”

Carrie Marsh, Managing Director at Match Foster Care



“The prospect of using rejected optical lenses was an inspiring opportunity to explore the potential of creating sculpture from waste materials. Using items that would otherwise become landfill to make art can become a catalyst to increase environmental awareness. Taking the discarded optical lenses out of their normal context to create an object of interest and beauty can prompt the viewer to consider the possibilities of reusing or recycling unwanted objects.”

Ann Zomer, artist

PASSIONATE ABOUT RESULTS

KEEP IT SIMPLE, GET IT DONE, DELIVER ON OUR PROMISES

2016/17 was another tremendous year for the Specsavers partnership, with great results across the business. Here are some of the highlights:

Worldwide

- Surpassing £2.27bn in group revenue – an increase of 7% on 2015/16.
- Selling more than 20 million frames, 425 million contact lenses and 338,000 hearing aids.
- Manufacturing, and supplying to our stores, more than 40 million ophthalmic lenses.
- Serving more customers than ever, with more than 36 million people now registered with us.
- Launching our global Kylie Minogue Eyewear collection
- Seeing about 16,500 people use our online learning system each month – a sixth more than the previous year.
- Receiving 1.5 million customer feedback responses from our newly amalgamated Purchase and collections survey.
- Achieving 92% brand awareness averaged across the UK, Australia, New Zealand and our Nordic countries.
- Donating more than £2.3m to charities and good causes.

Northern Europe

- Achieving 9% sales growth in Dutch optics, with almost 1.5 million customers.
- Welcoming around a 10th more customers into our stores.
- Welcoming more than 2,000 professionals, including store partners, staff and external visitors, to one of the Specsavers Clinical Conferences that were held in all five Northern European countries, including, for the first time, the Netherlands.
- Receiving the best ever engagement results in Finland, with sustainable engagement at 84% for store partners and 87% for store staff.
- Louis Nielsen, together with our agency OMD, winning the prestigious Advertising Effectiveness Award for a campaign in connection with the launch of KompletSyn (sight test including a health check).
- Collecting more than 30,000 pairs of unwanted glasses across our Nordic stores and sending them to Tanzania, where they were prescribed to people visiting clinics.
- Celebrating our 10th anniversary in Finland.



UK, Republic of Ireland and Spain

- Consistently smashing record sales in the UK, achieving another record sales week of £27m at the end of February 2017.
- Republic of Ireland seeing 6% more customers than the previous year.
- Providing eyecare for 100,000+ UK Healthcall customers who would otherwise be unable to benefit from Specsavers' clinical care, and achieving 30% sales growth in this part of the business.
- Enjoying a record year in Hearcare, with sales growth up 19% on the previous year.
- Relocating Lens-Online and International Glazing Services into a new, purpose-built facility in Kidderminster, enabling IGS to produce 75,000 pairs of glasses each week and providing both businesses with additional capacity to support the next 10 years of growth.
- Welcoming more than 900 store partners on a new partner development programme, Partner 2020, and supporting them in continuing to be brilliant every single day.
- Announcing our partnership in the UK with RNIB, and the following month unveiling our joint 'State of the Nation: Eye Health 2016' report at the House of Lords, heralding the most significant and comprehensive insight into the health of the nation's eyes in recent years.
- Joining forces with the International Glaucoma Association (IGA) to deliver a £1m health information campaign to raise awareness of glaucoma and encourage people to have regular eye examinations.
- Celebrating 10 years since we opened the doors of our first store in Spain – in Javea on the Costa Blanca.

Australia and New Zealand

- Announcing an unprecedented collaboration with the Royal Australian and New Zealand College of Ophthalmologists, bringing together the expertise of ophthalmologists and optometrists to provide more effective and efficient patient care and improve eye health for people across the region.
- Launching a streamlined collections system to improve the customer experience and increase in-store efficiency.
- Delivering a massive 4.4 million jobs through Melbourne Glazing Services to customers across Australia and New Zealand, and setting a phenomenal daily dispatch record of 28,258 jobs in December.
- Seeing healthy growth in our contact lens business, with a 17% sales increase, more than 100,000 new Specsavers contact lenses wearers, and online contact lens sales reaching over AUD 43 million.
- Opening a store in Rangiora, on the outskirts of Christchurch, New Zealand, helping to breathe new life into the area after the devastation of the earthquake that rocked Christchurch in 2011.
- Winning the coveted Excellence in Marketing award at the 2016 Franchise Council Awards in Canberra with our 'Beach Volleyball' marketing campaign. This award came just two months after we won the Retail Store Shopfit award at the 2016 Australian Retail Awards.
- Donating more than AUD 1 million to charitable and good causes across Australia and New Zealand as part of our community programme.
- Continuing the legacy of Langaliki Langaliki by embarking on a new collaboration with Aboriginal artist Peter Datjing Burarrwanga – see page 27.



Kylie Minogue Eyewear has been the UK and Republic of Ireland's most successful launch ever and is proving popular across the globe.

REVIEW FROM THE REGIONS



2016/17 has been a memorable year, with a vast array of twists and turns in the global political landscape punctuating ongoing economic uncertainties. But as ever, our 31,000+ talented colleagues around the globe have responded, delivering incredible performance in each of our regions with passion and excellence, day after day. The highlights within this review provide the briefest of snapshots of that activity and hard work.

But our job in Specsavers is about far more than just facts, figures and spreadsheets. Every day, customers write to us explaining how their local Specsavers has changed their lives – sometimes even saved their life. Making this difference and helping people live a better quality of life for less is why we do what we do – it is the epitome of ‘Specsavers green blood’.

We do it for Heidi, a six-year-old whose sparkling blue eyes hid a potentially deadly tumour that was only a millimetre away from entering her lens. Without the quick action of optom Vincent in our Castletown store in Australia, she wouldn’t have seen her seventh birthday.

We do it for a young mum and her autistic 12-year-old daughter, who walked into our Chorley store in the UK. Visiting an optician was a traumatic experience for the

young girl – until she met our apprentice Amelia, who put her at ease by transforming the test room into a princess’s palace from Frozen.

We do it for an elderly Norwegian woman, aged 69, who could not see properly with her right eye. Thanks to optom Kjetil in our Finnsnes store, her retinal detachment was discovered in time and she was quickly sent to the hospital, where her vision was saved.

Our legacy in Specsavers – why we do what we do – is not about making Specsavers bigger. It is not even simply about making it better. It is about making it matter. And it’s an ethos we deliver through tens of millions of customer experiences each year. A huge thank you to our teams, wherever you are.

Next year we write the 35th chapter in the Specsavers history book and I can honestly say that the partnership has never been stronger or better placed to face the next decade as we shape ‘the brave new world’. And, as I start my 20th year in Specsavers, I have never felt more excited by the opportunities that lie ahead.



John Perkins
Joint Group CEO

whole market was back then. Customers are now having their eyes tested every two-and-a-half years, and they are now able to take home two pairs of glasses from Specsavers for a fraction of what they used to pay.

2016/17 has been no less transformative. As we continue to transform eye health in the region, we announced a collaboration with the Royal Australian and New Zealand College of Ophthalmologists, bringing ophthalmologists and optometrists together to provide more seamless patient care. We launched CREATE, our most impactful development programme in the region ever, equipping our store teams with the tools needed to create exceptional customer experiences. And our focus on style, including our hugely successful partnership with Australian fashion designer Kym Ellery, along with value and customer experience, resulted in a staggering

4.4 million frames being delivered to customers across Australia and New Zealand through Melbourne Glazing Services.

Looking ahead to the next decade, we have a clear vision for the business, built upon our four pillars of Value, legendary Customer Experience, advancing Professionalism and developing the Partnership.

Northern Europe

In Northern Europe, it has been a busy year. It began, as ever, with intense competition in all our markets, but as a result of the continuous effort from our teams, we saw strong growth by the end of 2016/17.

Our strategy has focused on Price, Quality, Service and Style, all underpinned by the Partnership. For me, highlights of the year included becoming market leaders in all our Nordic territories, particular success for hearing care in Netherlands, with 10% more customers choosing Specsavers for their hearing needs despite a challenging market, and welcoming 1,500 members to our new and unique Specsavers Green Club, which supports and

drives the professional development of opticians across the region.

In the coming year, we will continue on this journey, as well as upgrading our customer offer, embedding our recruitment strategy and expanding our store network. We will also start to introduce new systems and technology that will help to optimise our business and support us in our ambitions.

I am incredibly proud of the achievements in both regions over the past year and am excited by our plans for the coming year. Our journey so far, as a business and as a Partnership, has been nothing short of extraordinary. And as we look forward to the next 10 years, our future looks brighter than ever.



Nigel Parker
Managing Director – ANZ & Northern Europe



2016/17 has been an incredible year thanks to our committed teams on both sides of the world working hard to deliver some fantastic results.

Australia and New Zealand

Ten years ago, I was part of the team writing the opening chapters of the Specsavers success story in Australia and New Zealand (ANZ). When Specsavers came into the market in ANZ, we promised to ‘change the face of optometry’: customers were having their eyes tested on average every five-and-a-half years, and a decent pair of glasses could easily cost \$500-\$1,000.

Ten short years later and eyecare in both markets has been revolutionised. Our business now is as large as the



This has been a record-breaking year for the UK business, with record sales week after week and great performance across all our markets. Our focus has been on the qualities that have made us great, and we have devoted our energies to brilliant service and providing best value, keeping it simple, and getting it right. And the results are testament to the hard work of our partners, as well as our store and support-office teams.

Our professional credentials have been firmly established with our focus on offering enhanced optical services, and the launch of our biggest campaign in the UK this year to transform eye health. We are transforming our operation by identifying enhanced services on the high street as an important element in the future of optometry, and committing ourselves to working with the NHS to bring more health care into the community and away from hospitals. It is another example of Specsavers raising the bar: we don’t just test people’s eyes for

glasses – at Specsavers, we look after people’s complete eye health.

We launched some great new products too, including the Kylie Minogue Eyewear collection – our most successful frame launch ever – and our most exciting hearing products for years, the Signia Cellion primax 5 and 7 hearing aids from Siemens. The introduction of online appointments has enabled us to welcome significantly more new customers, decreasing the number of appointment no-shows and bringing time-saving efficiencies to our stores.

A key priority for the year ahead is to remain focused on providing outstanding products and services to our customers. I am looking forward to what looks set to be an exciting year.



Paul Marshall
Managing Director - UK/ROI

SPECSAVERS EXECUTIVE COMMITTEE



Doug Perkins
Joint Group CEO and Co-founder
A qualified and registered optometrist for more than 50 years, Doug is accountable for the overall success of the partnership. Doug also has specific responsibilities for the advancement of professional standards across Specsavers and supporting the regulatory agenda across our markets. He and his wife Mary established Specsavers' joint venture partnership model in 1984, with the vision of making eyecare more affordable.



Dame Mary Perkins
Co-founder
A qualified and registered optometrist for more than 50 years, Mary plays an active role in the business in a number of areas, including driving customer service standards, championing our values and shaping our Corporate Responsibility (CR) commitments as a member of the CR steering group. Mary plays an active role with a number of national and local charities and was made a Dame Commander of the Order of the British Empire in 2007. She was appointed ambassador for Vision Aid Overseas in 2009.



John Perkins
Joint Group CEO
John is responsible for the overall success of the partnership and the strategic direction of the group. John joined Specsavers in 1998 and worked in UK stores and operations, as well as a number of international teams, before joining the board in 2003. A qualified chartered accountant with an MBA in retailing, John spent five years with Deloitte before joining Specsavers.



Paul Fussey
Chief Financial and Commercial Officer
Paul joined Specsavers in 2009 and has overall accountability for the group finance, tax and treasury, legal, business change and commercial functions of the business. Paul assumed the role of Managing Director in Australia and New Zealand in December 2014 and returned to the UK as Chief Financial and Commercial Officer in 2017. He joined from Boots UK where he was Finance Director and, prior to that, held positions of Divisional Finance Director for Supply Chain and Shared Services, and Managing Director for Boots' manufacturing division, with operations in the UK, France, Germany, Poland and the Far East.



Pauline Best
Global People and Organisation Director
Pauline joined Specsavers in 2008 and is responsible for all elements of people and organisation strategy and activity across the group. She is also responsible for group services, including insurance and business continuity, office facilities, travel and aviation. Before joining Specsavers, Pauline spent 20 years working in mobile communications, including 12 years with Vodafone, where she most recently held the position of Global Leadership, Talent and People Capability Director.



Nigel Parker
Managing Director – ANZ & Northern Europe
Nigel joined the board in 2006 and provides overall leadership to Australia and New Zealand, and the Northern Europe region, with a focus on driving continued growth, as well as sharing best practice and innovation across all our markets. Nigel joined Specsavers in 1997 from Essilor, the world's largest manufacturer of ophthalmic lenses, becoming Product Director and then Commercial Director.



Paul Marshall
Managing Director - UK/ROI
Paul joined Specsavers in 2013 to assume responsibility for leading the development of our UK and ROI hearing businesses. In 2014, he assumed additional responsibility for leading our Healthcall and Corporate Eyecare operations. He became Joint Managing Director for the UK and ROI in 2015, bringing together optics, hearing and domiciliary under one leadership structure for the first time, and took full responsibility in June 2016. Before joining Specsavers, Paul was Group Managing Director at Vets4Pets for five years and, prior to that, he spent 16 years with leading UK supermarket chain Sainsbury's.



Richard Holmes
Group Brand Director
Richard joined the board in 2007 as Marketing Director, and is responsible for brand development and marketing and PR activities in all countries, including our in-house creative agency. Before joining Specsavers, Richard worked for Boots for 10 years in a number of marketing roles. Prior to that, he worked for 13 years for Unilever, and was based in London, Paris and Milan.



Sean Lawe
Group Supply Chain Director
Sean joined Specsavers in 2002, initially working in the Product team, then on the group manufacturing and distribution strategy. Sean became Supply Chain Director in 2012 and is responsible for purchasing and supplying frames, lens manufacturing and distribution, contact lens and lens product development, equipment procurement, planning and data management. Before joining Specsavers, Sean worked for 10 years at Vision Express as Technical Services Director.



Stretch Kontelj
Group Legal Director
Stretch joined Specsavers in April 2008 as the first stores in Australia opened, and was a key member of the ANZ leadership team during our expansion across those markets. He became a member of the Executive Committee in 2015 as Group Legal Director with responsibility for our legal function across all markets. Before joining Specsavers, he was General Manager for franchise retailer Sportsco and, prior to that, was partner in a legal firm for 14 years. Stretch has a long history of community involvement, particularly in supporting ethnic communities, for which he was awarded an Order of Australia Medal in 2001.



Paul Bott
Group Commercial Director
Paul joined the Specsavers Executive Committee in 2017 and is responsible for all commercial development activity in support of our long-term strategy. Having joined Specsavers in 2005, Paul initially worked as a Commercial Manager responsible for a number of key strategic projects. In 2007 he relocated to Melbourne, establishing our Hong Kong office and forming part of the team for our market entry into Australia and New Zealand (ANZ). As Commercial Director for ANZ, Paul was responsible for a number of critical business functions, including Finance, IT, Commercial Projects and Optometry. Paul was a member of the ANZ Executive Leadership Group and Specsavers-nominated director in ANZ joint venture stores. Prior to joining Specsavers, Paul qualified as a chartered accountant, working for companies including Andersen, Deloitte and Severn Trent.

Contact details

Guernsey

Specsavers Optical Group
La Villiaze
St Andrew's
Guernsey
GY6 8YP

Southampton

Specsavers Optical Superstores
Forum 6
Solent Business Park
Whiteley
Hampshire
PO15 7PA

Nottingham

Specsavers Optical Superstores
Cirrus House
10 Experian Way
Nottingham
NG2 1EP

Tel (UK callers) 0345 2020 241
(International callers)
+44 207 1000 241

Northern Europe support office

Stamholmen 153, 4. sal
2650 Hvidovre
Denmark
Tel +45 (0)29 69 99 55

Netherlands

Specsavers International BV
Huizermaatweg 320-322
1276 LJ Huizen
Nederland
Tel +31 (0)35 628 8311

Denmark

Louis Nielsen A/S
Indkildevej 2A
9210 Aalborg SØ
Denmark
Tel +45 (0)96 32 5000

Finland

Specsavers Finland Oy
Neilikkatie 17
01300 Vantaa
Finland
Tel +35 (0)810 218 4380

Norway

Specsavers Norway AS
Grenseveien 107B
PO Box 0601
Etterstad
N-0601 Oslo
Norway
Tel +47 (0)4830 9040

Sweden

Specsavers Sweden AB
Torsgatan 5B
Box 205
SE-401 23 Göteborg
Sweden
Tel +46 (0)31 771 9800

Hong Kong

Specsavers Procurement Asia Ltd
Unit 1701, 17/F Lu Plaza
No. 2 Wing Yip Street
Kwun Tong
Kowloon
Hong Kong
Tel +852 (0)3719 0000

China

Specsavers Procurement Asia
Representative Office
No. 288 B/706
Hong Jing Road
Shanghai
201103
China
Tel +86 21 64068124

Australia

Specsavers Pty Ltd
The G
520 Graham Street
Port Melbourne
Victoria 3207
Australia
Tel +61 (0)3 8645 0700

New Zealand

Specsavers New Zealand Ltd
Unit A, 26 Triton Drive
Mairangi Bay
Auckland 0632
New Zealand
Tel +64 (0)9 475 0250

Partnership opportunities with Specsavers

UK and Republic of Ireland

David Martin
+44 (0)7585 307897

Spain

José Ángel Moral-Tajadura
+34 (0)637 237320

Northern Europe (Netherlands and Nordics)

Nick Eaton
+45 (0)3010 7677

Australia and New Zealand

Raj Sundarjee
+61 (0)424 135485

Career opportunities with Specsavers

specsavers.com/careers