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**CORPORATE
RESPONSIBILITY
REPORT
2014 - 2015**

Specsavers

Introduction

Corporate responsibility has been integral to Specsavers since the company was established over 30 years ago with the vision of providing best value eyecare and hearing care to everyone. Today, our 1,767 optical stores and hearing centres serve more than 31 million customers worldwide. We have more than 2,300 partners and 30,000 people working across our stores, support offices and the supply chain internationally.

A steering group comprised of senior representatives from relevant business areas, including three board directors, governs our corporate responsibility programme.

In this year's report, in addition to updates on supporting our local communities, trading ethically and protecting the environment, we have introduced a new section – valuing our people. This covers how we support our people to be the best they can be and includes details about our learning and development opportunities, our clear and consistent approach to reward and recognition, and our safe and stimulating working environments.

The report describes the progress that has been made over the past 12 months in all those areas and sets out our goals for the year ahead.

We always welcome feedback. Please email gg.cr@specsavers.com with any comments about this report.

Paul Fussey

Chief Financial Officer and Managing Director
– Australia and New Zealand

Chair of the Specsavers Corporate
Responsibility Steering Group





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Our position

One of our key values is to treat people as we would like to be treated ourselves. By supporting our people to be the very best they can be, offering a consistent approach to reward and recognition and maintaining a safe and supportive working environment, we are committed to making Specsavers a great place to work.

We are incredibly passionate about our people. As a family-owned business created by husband and wife Doug and Dame Mary Perkins, Specsavers puts family values at the heart of everything it does, and they are brought to life in different ways around the world. Our people promise outlines the commitments we make as an employer, as well as those asked of our employees to ensure a successful working relationship. From a thorough induction and clear direction to a focus on development and fair approach to reward, we set our people up for success.

To help everyone reach their full potential, we offer a vast range of learning and development (L&D) at all stages. An interactive tool, Career Ladder, gives those working in our stores a clear understanding of their development opportunities and our extensive L&D portfolio helps support teams across our territories to succeed in their current roles and build on their skills for the future.

Valuing our people

We invest heavily in our people and recognise that our leaders and managers are an important part of bringing that to life. Being open and approachable, and paying attention to the views of everyone in the team, is key to being a people manager at Specsavers. Our leadership development programme and ongoing support for managers are vital to how we work.

We offer a comprehensive reward package, including a base salary, performance-related bonuses and a discretionary profit-share scheme.

The health and well-being of our employees is crucial. Benefits vary in our different markets and can include medical and dental plans, free flu vaccinations, corporate gym memberships and eyecare vouchers. We also help provide for our employees and their families in the future through various local schemes. Our store teams, which are employed by our partners, have access to a variety of incentive schemes and can register for a number of benefits.

Wherever they work, we ensure our people have access to high-quality, well-maintained working environments. Our modern, open-plan offices have a great range of facilities, including bicycle racks, showers and changing rooms, kitchens and dining areas. Formal and casual meeting areas are available, as well as dedicated training rooms and video-conferencing equipment to link all our support offices globally. Our stores are regularly refreshed and updated, with many using state-of-the-art technology to make them enjoyable and exciting workplaces for our retail teams.

Effective two-way communication is really important at Specsavers. As well as face-to-face events such as seminars, conferences and staff communication meetings, we inform and engage with our people through printed and digital communications. Insight is our programme of engagement surveys and follow-up activities that run throughout the year. The annual survey gives people at Specsavers the opportunity to say what they think and feel about working here.

Read more about our people activities in the 'Passionate about our people' section in the Specsavers 2014-2015 Annual Review, available on our website, specsavers.com

In 2014/15:

Learning and development

- We offered more training and development opportunities across all our territories than ever before, including a global induction programme, additional courses, the funding of professional qualifications, job shadowing, mentoring, coaching and secondments.
- Over 70% of our stores in the UK and the Republic of Ireland now have a dedicated in-store trainer.
- We expanded our learning and development portal to our support office staff globally. iLearn provides flexible and easy access to learning online and now has more than 31,400 users worldwide, including our remote workers and people at our manufacturing and distribution sites.
- We continued to invest heavily in leadership development for our support teams, running the 'Connected leader' module in our Leadership Journey programme, which is designed to help improve collaboration across the organisation. That was in addition to our global leadership conference, Future Focus.
- Pathway is a development programme that identifies and develops future partners from within our business. This year, a total of 232 people graduated across all Specsavers territories – 140 in the UK and the Republic of Ireland, 44 in the Nordics, 37 in Australia and New Zealand and 11 in the Netherlands.



Pathway graduates in the UK received special awards for outstanding projects.

Reward and recognition

- In the UK, we introduced our own apprenticeship scheme. Two hundred apprentices began placements in our UK stores and four started working in our support offices.
- In association with the Dutch HealthTec Academy (DHTA), we introduced Superclass Hearing, a fast-track, one-year route to qualifying as an audiologist.
- In Australia and New Zealand, we developed a new programme for future store supervisors and introduced an accredited qualification for managers wishing to become store partners.
- We introduced e-payslips so that employees in our UK and Guernsey support offices and stores can access electronic versions of their pay details via an online portal.
- We published a guide to reward for all new starters in our UK and Guernsey support offices to explain the range of benefits that are available to Specsavers employees.
- Perks is an online shopping programme that entitles members to great savings with top retailers. Since it was launched in 2011, UK and Guernsey store and support office employees have saved nearly £500,000.

*'I would like to **thank Specsavers** for providing me with the opportunity to go on this amazing journey. I found it both **challenging and inspiring**. It has changed the way I think about my team, myself, and why we do what we do here at Specsavers. I **highly recommend** Pathway to anyone who wishes to expand their leadership skills.'*

- Michael Sonnenfeld, Optometrist at Specsavers Lismore, NSW, Australia.

Facilities and working environment

- We opened two new training centres: one in Auckland, New Zealand, and the other in Chatswood, Australia.
- In the UK, we relocated some of our Professional Recruitment, Professional Services and Retail Operations team members to new, improved premises in Skelmersdale. The teams now have access to extra meeting rooms, more parking spaces and an on-site canteen.

Communication and engagement

- We hosted a number of conferences, seminars and events to help inform and engage our people. In the UK, this included the biggest-ever Managers Seminar for more than 900 store managers and our Professional Advancement Conference, which was attended by almost 2,000 delegates. We held our third Clinical Conference in Australia for more than 400 ophthalmic professionals, and in-store trainers in the Nordics were invited to the first-ever seminar dedicated to helping them fulfil their role.
- For the first time, all Specsavers office and store teams globally were connected through our intranet system. Our central communication platform, Connect, gives anyone in any country access to regular updates on business performance and key initiatives in all markets. Last year, we had nearly 24 million hits on Connect.
- We published the second edition of our global support staff magazine, Identity, which aims to capture the spirit, culture and way of life at Specsavers through first-hand accounts from people across the business.
- 92% of people in our support offices worldwide had their say through our annual engagement survey, Insight. The results were extremely positive, with nine out of 10 employees saying they felt proud to work for Specsavers and eight out of 10 saying they would be likely to recommend the company to others as a place to work.
- 13,500 people in our UK and Republic of Ireland stores participated in our 2014 Insight survey. Overall, they rated customer focus, work processes and training and development in their stores as having improved by 4% since 2013, against an already high score.
- At our Melbourne support office, we hosted a group of Japanese students in partnership with Professional Pathways Australia, which offers international students opportunities to improve their communication skills and awareness of Australian workplace practices.
- We held our inaugural Silicon Solent event as part of our IT attraction strategy. The event, held in Southampton, was supported by the British Computing Society and Hampshire County Council.
- In Hungary, local students were given the opportunity to practise their English skills with directors at our manufacturing and distribution site in Szatmár.
- In Australia, we submitted our first public report in accordance with the Workplace Gender Equality Act 2012.



In 2015/16, the Specsavers Partnership will:

- Run 'Be a great manager' workshops globally to support people managers in all our support offices.
- Work towards our goal of having 50% of learning resources available online by 2018, enabling everyone to access and choose development options at their own pace.
- Develop a mentoring programme and introduce a new academy curriculum for support office teams in Australia and New Zealand.
- Launch the 2015 UK people plan to ensure our store teams are as supported, trained and motivated as possible.
- Introduce a new scheme to reward store staff incentives in a more flexible way. UK teams will earn points by hitting targets – those points can then be spent on a wide range of prizes.
- Expand our annual profit-share scheme to all support office employees in Hong Kong and the Nordic countries.
- In the UK, upgrade part of our office in Southampton to provide an environment that enables more collaborative working.
- Configure additional working areas at our support office in Melbourne, Australia.
- Explore ways to improve how our people collaborate, communicate and innovate globally.
- Work with a new provider to align our annual engagement surveys. The combined approach will mean people in our support offices and manufacturing and distribution sites globally, partners in all our territories and store teams in the UK, the Republic of Ireland, the Netherlands and Denmark will all be invited to have their say. In addition to measuring how engaged and enabled at work our people are, we will be introducing a third element – energised – through questions around well-being and work-life balance. Combined, those three areas will help us measure sustainable engagement at Specsavers.



Dutch course delegates at our training facility in Amersfoort.



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Supporting our local communities

Our position

At the Specsavers Partnership, we are passionate about giving back to and working with our local communities, wherever in the world we operate, and support many local, national and international causes. We are also committed to supporting eyecare and hearing care projects in developing countries. In the past 12 months, we have raised more than £2.2m for charities and good causes globally.

We believe it is our corporate 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.

We recognise how tax payments make a vital contribution to sustaining social welfare, enabling the government to fund policies that help people avoid economic hardship.

Last year, more than £64m of tax was paid on profits generated by Specsavers businesses to the governments of the countries in which we operate. In addition, we generate and collect a number of other taxes, such as employee and sales taxes. In 2014-15, the total amount contributed to tax authorities around the world as a consequence of Specsavers' commercial activities exceeded £460m.

Our stores provide employment for more than 26,000 local people, in whom our partners invest with regular training and development, enabling 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 2014/15:

**The United Kingdom and
the Republic of Ireland**

- Our stores raised £666,500 for hundreds of charities, including £43,500 for Guide Dogs for the Blind and Hearing Dogs for Deaf People and £16,000 for Blind Veterans UK.
- Our support offices raised £188,800 for various good causes, including the Lincolnshire and Nottinghamshire Air Ambulance, the Naomi House and Countess Mountbatten House hospices in Hampshire and the Guernsey Women's Refuge.
- Our stores and support offices joined forces for Pink October, an action-packed month of fundraising activity resulting in a £25,000 donation to Breast Cancer UK.
- Dame Mary and Doug Perkins, the founders of Specsavers, donated £533,500 to a number of national and international charities, including Vision Aid Overseas, Vision Care for Homeless People, ActionAid, and the Duke of Edinburgh's Award scheme.
- We donated more than 1,000 hearing aids to Sound Seekers, which is dedicated to improving the lives of deaf people, particularly children, in developing countries.
- Through our annual Spectacle Wearer of the Year competition, £45,000 was raised for anti-bullying programmes led by Kidscape.
- We promoted National Road Safety week by handing out 200,000 high-visibility vests to schoolchildren and sponsoring road-safety charity Brake.
- We opened a ninth vision centre in Zambia to improve the provision of quality eyecare services throughout the country. In partnership with Vision Aid Overseas, we are now committed to ensuring the clinics are sustainable by reinforcing the skills gained by local professionals and providing ongoing support.
- Our Irish stores raised more than €100,000 for good causes, including €75,000 to support the renovation of an ophthalmic unit at Our Lady's Children's Hospital in Crumlin.
- More than 350 people in our support offices were involved in local community or charitable work under our 'Giving back to our local communities' policy, which encourages all staff to spend one working day per year helping out in the community. The work included conservation activities on behalf of the Nottinghamshire Wildlife Trust, an educational gardening project for Claremont Primary School in Nottingham, constructing a roof for an outdoor classroom at a youth centre in the New Forest and supporting a reading programme at a local school in Guernsey.



Schoolchildren in Yardley, UK, received high-vis vests as part of Specsavers' support for road-safety campaigns.

As an official partner to Red Nose Day, we raised more than £370,000 for Comic Relief, which aims to tackle poverty and social injustice.

- As part of the charity's 2015 campaign to 'make your face funny for money', we designed and sold novelty glasses in our stores.
- Our stores, support offices and manufacturing and distribution sites went into fundraising overdrive with leg waxing, head shaving, auctions, quiz nights and sponsored runs and bike rides. A Marketing team in our Guernsey support office baked and sold 4,500 cupcakes, raising more than £6,000.
- A call-handling team of 123 volunteers from our stores and support offices took a total of £36,000 in telephone donations from the public.



The Netherlands

- Dutch stores raised more than €400,000 for Stichting Specsavers Steunt. The money was donated to 118 local charities (one per store), including the Drijvende Ambachtsschool in Zeewolde, which provides special training to early school leavers, and an aikido sports club in Rotterdam.
- We also supported our overall charity, Nationaal Fonds Kinderhulp (National Help for Children Fund) by providing clothing and glasses to 300 children in need as part of the charity's 'Back to school' initiative.
- We celebrated Veteranendag (Veterans' Day) by offering customers free hearing tests and discounted tickets to the national war museum as a way of recognising the courage of all Dutch war veterans.
- As part of an initiative to discover what local charities needed in addition to monetary donations, we arranged surprise gifts, including a trailer for an organisation that works with unemployed teenagers to renovate boats.

Australia and New Zealand

- Through our Community Programme, our stores across Australia and New Zealand raised AUD 700,000 for charities including the Royal Children's Hospital Foundation in Melbourne, the Queensland State Emergency Service and the Women's & Children's Hospital Foundation in Adelaide. This brings the total raised since the programme was launched in 2013 to more than AUD 1.1m. Our efforts were recognised this year when we were presented with the 2014 Australian Franchise Award for Social Responsibility.
- Specsavers' partnership with the Fred Hollows Foundation began in 2007 and has raised over AUD 1.3m to date. The charity focuses on treating avoidable blindness and working with indigenous people in Australia and developing countries around the world. This year, stores donated AUD 25 from each sale of a limited-edition frame featuring artwork by Aboriginal artist Langaliki, who has undergone two cataract operations thanks to the charity. The initiative raised AUD 62,500, which helped fund a programme to eliminate trachoma (an infectious disease, which causes blindness) by employing and training six Aboriginal community workers.



The artwork of Aboriginal artist Langaliki featured on limited-edition Specsavers frames in Australia.

Denmark

- Louis Nielsen continued to support the Tanzania project by running eye camps in remote areas, conducting sight tests and providing recycled glasses to 6,000 people in need. We have helped more than 24,000 people since the project began in 2010, including 55-year-old Fie Aruphani, who came to an eye camp in the town of Bagamoyo this year. Fie's prescription measured minus 15, which is incredibly rare and made it difficult to find a suitable pair of recycled glasses. Luckily, the team found some spectacles, donated by a lady in Rynkeby, that matched perfectly.
- We worked with the Salvation Army at Christmas to help disadvantaged families. We collected presents for 150 families and gave free sight tests to anyone in need. We also conducted in-depth eye examinations and provided glasses to more than 80 people.
- We donated DKK 50,000 to sport clubs, which helped buy basketball equipment for a local children's team.



Netherlands Country Director Julie Perkins presented a donation to a children's aikido sports club in Rotterdam.

Supporting our local communities

Our progress

Finland

- Volunteers from stores in Finland also visited Tanzania, spending a week at an eye camp and prescribing glasses to 2,000 people.
- Our annual Spectacle Wearer of the Year competition raised €3,000. The funds were split between the Finnish Animal Protection Programme, for use in a project against illegal puppy trafficking, and the building of a new children's hospital.
- We recycled unwanted frames for a project at the Lahti School of Design. The amazing artwork is on display in our Helsinki showroom.
- As the main sponsor of the Helsinki City Run, we helped raise €10,000 for local diabetic associations supporting children diagnosed with type 1 diabetes.

Norway

- We collected more than 20,000 unwanted pairs of spectacles for use in Tanzania.
- A team travelled to Zanzibar and volunteered at two eye camps, dispensing more than 1,000 pairs of glasses.
- We provided free eye tests and glasses to homeless people, gave high-visibility vests to schoolchildren and raised NOK 100,000 towards the training of a new guide dog.
- We took part in an event organised by the Norwegian Athletics Association for the Disabled, acting as guides to blind runners.

Sweden

- Customers donated unwanted glasses to the Tanzania project. The glasses were tagged with the donor's contact details, so they can be sent information about the recipient once a match has been found. A total of 23,800 pairs were collected by our stores across Sweden – a four-fold increase on last year.
- A team of opticians and optical assistants visited the SOS Children's Village and the Bagamoyo Hospital in Dar es Salaam.
- We raised nearly SEK 200,000 for a day care centre in Chimoio, Mozambique.

Spain

- All eight stores collected toys for a Cruz Roja (Red Cross) campaign to improve the quality of life for families experiencing hardship.
- We donated nearly 4,500 pairs of glasses to the Lions Club charity, which specialises in local volunteering.

Hong Kong

- Our Hong Kong office donated frames to three charities: the Crossroads Foundation, the Eyeglass Vision Friendly Foundation and Vision Aid Overseas.



Volunteers from across our stores in the Nordics travelled to **Tanzania** and prescribed glasses to almost **10,000 people**.

Supporting our local communities

Our progress

Manufacturing and distribution sites

Collectively, our manufacturing and distribution sites raised more than £25,000 for charitable initiatives and local good causes.

Airways Optical

- By donating prizes to a monthly draw and raising £1,000, we helped fund a new therapy and hairdressing suite for patients at the Countess Mountbatten House hospice in Southampton.
- We provided £2,000-worth of toys to a local radio station's Christmas appeal for children. We also helped in the distribution warehouse, sorting more than 52,000 toys for needy families.
- The Solent Enterprise Business Partnership held their Amazing People awards ceremony. We sponsored the category recognising young people who pursue careers in a professional, technical or craft occupation.
- We continued our support for the Southampton City Mission food bank and a local children's football team by funding kits and equipment.

Aston Labs

- As part of our 'Care and share' initiative, we supported 10 charities in the Midlands area. Fancy dress events, a football challenge and a sponsored skydive helped raise more than £9,000.
- We launched the first Community Matters programme to encourage and support staff involvement in good causes. This involved decorating a local hospice and marshalling at a charity fun run.
- We donated £3,700 to the Bone Cancer Research Trust, Breast Cancer UK and Macmillan Cancer Support.

Hi-Spec Lenses

- We raised nearly £7,500 from cake sales, sponsored bike rides and head shaves for the Brain Research Trust in memory of a former employee.



Airways Optical's donation of toys for needy families at Christmas.

International Glazing Services

- As part of our new community scheme, we spent a total of 60 hours working on a conservation project for the Forestry Commission at Wyre.

Lens Online

- We set up a team dedicated to co-ordinating local support activities and initiatives.
- Our fundraising efforts resulted in a total of £2,500, including a donation to the KEMP Hospice in Kidderminster.

Szatmár Optikai

- In Hungary, we collected second-hand clothing for local churches, bed linen for retirement homes and food parcels for local families in need.

- Our Christmas raffle raised HUF 453,000 for a children's autism charity.
- We organised a community team to co-ordinate local support activities.

Vision Labs

- We supported the KEMP Hospice by sorting donations at its warehouse.
- Our team spent a total of 20 days volunteering at local sports associations.
- We raised more than £2,300 for national charities, including Breast Cancer UK and Sight Concern.
- We volunteered weekly at a local school, helping pupils with reading, gardening and sporting activities.

*'Everyone at Vision Labs is friendly, extremely **flexible and professional**. They work really well with our pupils. They are a **shining example** of how a business can make a real difference and contribution to a community.'*

– Birchen Coppice Primary School

Supporting our local communities

Our plans

In 2015/16, the Specsavers Partnership will:

In the United Kingdom and the Republic of Ireland

- Continue our partnerships with national and international organisations including Guide Dogs for the Blind, Vision Aid Overseas, Hearing Dogs for Deaf People and Sound Seekers. There will be ongoing support for local charities through fundraising and awareness activities in our stores.
- Sponsor Blind Veterans UK's No One Alone campaign, which helps to identify veterans that are in need of the charity's support.
- Raise £80,000 for anti-bullying charity Kidscape, to enable it to reopen its crisis helpline.
- Support the renovation of an ophthalmic unit at Our Lady's Children's Hospital in Ireland through our pledge to raise €100,000, having donated €75,000 so far.

In the Netherlands

- Raise at least €400,000 for Stichting Specsavers Steunt and help our customers understand how their donations really make a difference.
- Launch our Local Hero Award competition, in which people nominate deserving volunteers who contribute their time and hard work to the local community.
- Work with Nationaal Fonds Kinderhulp (National Help for Children's Fund) to arrange fun days out for children who are financially disadvantaged or experiencing difficult home lives.
- Continue to support one local charity for each of our 118 stores.
- Encourage as many staff as possible to become involved in good causes through our 'Giving back to our local communities' policy.
- Support Dutch veterans on Veterans' Day by offering store discounts.



Vision Labs raised £700 to fund playground equipment for an Aids orphans centre in South Africa.

In Australia and New Zealand

- Our support offices in Melbourne and Auckland will continue to raise awareness of, and donations for, our Community Programme.
- Launch two new limited-edition frames featuring artwork by Aboriginal artist Langaliki and donate AUD 25 from every one sold to The Fred Hollows Foundation in Australia.
- In New Zealand, an exciting collaboration with a renowned local artist will raise money for the Fred Hollows Foundation. This will help fund a mobile eye clinic, the first of its kind in Asia-Pacific. The state-of-the-art facility will travel to remote areas, providing sight-saving services such as cataract surgeries and diabetic retinopathy laser treatments

In the Nordic countries

- Continue to support the development of eyecare in Tanzania. Collect glasses and volunteer at eye camps to provide sight tests and spectacles to those in need, ultimately improving their quality of life.
- Stores in Finland will donate €5 from every sale of a pair of Mert Otsamo designer sunglasses to help fund a new children's hospital. They will also sponsor the Helsinki City Run for the third year, raising money for the Finnish Heart Association.
- Work with The Salvation Army in Denmark to help poor families.
- Swedish stores will continue fundraising for the SOS Children's Village in Chimoio, Mozambique.

In Spain

- Collect unwanted glasses for the Lions Club charity and arrange food parcels for the Red Cross.
- Offer free diabetic screenings to support the Spanish Diabetes Society.

In Hong Kong

- Hold an inaugural 'Community day' by improving residential facilities for the elderly.
- Provide free eye tests for disadvantaged people in the local community, using our on-site testing facilities at our office in Kowloon.
- Support our nominated charity - the Hong Kong Guide Dogs Association.
- Continue to donate frames to Vision Aid Overseas.

Manufacturing and distribution

- Continue to support local charities at our manufacturing and distribution sites globally and introduce some national initiatives for the first time.
- In the UK, the team at Aston Labs aims to raise £5,000 for local good causes and dedicate more than 200 days to helping in the community.



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 outside Europe. All those in Europe already operate within globally recognised regulatory environments.

Wherever possible, we develop meaningful, 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.

In 2014/15:

- Our internationally accredited auditors conducted 45 supplier audits, covering both social and environmental issues.
- Of the 29 suppliers highlighted as having opportunities for improvement, 10 immediately resolved any areas of concern by putting correct processes in place. We are working closely with eight to improve the social and environmental impact of their businesses, and we discontinued trading with 11.
- Fifteen of the audits were of potential new suppliers. We started trading with only those that met our criteria.
- We encouraged our supply-chain partners to take part in charitable initiatives in their own countries. Yongcheng Displays in Shanghai, which provides furniture for our stores, donated RMB 100,000 to help disabled children locally and RMB 100,000 to a charity of Specsavers' choice. The donation helped fund special equipment for children in Guernsey schools who are visually or hearing impaired.

This supplier also made a donation to support the provision of eyecare in Zambia.





*'I saw a video about Specsavers' **charitable work in Zambia** and was **inspired to make a donation** to charity as a way of celebrating the 20th anniversary of our business.'*

- Wei Chen, owner of Yongcheng Displays

In 2015/16, the Specsavers Partnership will:

- Continue initial and follow-up audits of our major non-European suppliers.
- Review and rationalise the number of factories in our supply chain in order to manage our suppliers more efficiently.
- Work closely with our suppliers in cases where we have corrective action plans in place.
- Support our suppliers' involvement in activities for good causes, including the donation of auto-refractor equipment from Vision 66 and Huvitz to the Fred Hollows Foundation.
- In accordance with the UK Modern Slavery Act 2015, ensure our global suppliers and their sub-contractors are aware of the risks of modern slavery and promote anti-slavery practices.



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 suppliers operate.

Treat people with dignity and respect

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

- 1. Employment is freely chosen**
- 2. Freedom of association and the right to collective bargaining are respected**
- 3. Working conditions are safe and hygienic**
- 4. Child labour is not used**
- 5. Living wages are paid**
- 6. Working hours are not excessive**
- 7. No discrimination is practised**
- 8. Regular employment is provided**
- 9. 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:

- 1. Complying with recognised environmental standards**
- 2. Committing to actions to restore and preserve the environment**
- 3. Committing to reducing waste and pollutants, conserving resources and recycling materials at every stage of the product life cycle whenever possible**
- 4. Developing and applying technologies for minimising pollutant emissions**
- 5. Continually assessing the impact of their products on the environment and the communities in which each lives and operates**



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 is something we need to monitor and reduce in every part of our business:

- Our 1,767 stores globally present our biggest environmental challenge through the direct and indirect emission of greenhouse gases.
- Our manufacturing and distribution sites have a significant energy use, with the additional elements of water, packaging and waste.
- Our support offices also use energy for administration and IT infrastructure.

In 2014/15:

Governance

- We appointed our first Group Environment Manager, to be responsible for managing, developing and delivering our environmental strategy.
- A number of our manufacturing and distribution sites started the accreditation process towards the ISO 14001 environment-management standard, demonstrating our commitment to minimising the environmental impact of our operations. It will also provide the framework for continual improvement and compliance, forming part of our quality management system (QMS) approach.
- We conducted an LED lighting trial at a store in Vejle, Denmark. Pilot results indicated that could save 6,300 kWh of electricity and two tonnes of CO2e emissions per year in just one store.
- At our manufacturing and distribution sites, Hi-Spec Lenses completed a review of the possibility of an LED lighting conversion, and motion-sensor lighting was installed in the new frames warehouse at Szatmár Optikai.

Energy procurement and supply

- In the UK, where we consume the most energy, we continued to purchase electricity on renewable tariffs in locations where we do not have Climate Change Agreements (CCAs) in place.
- We conducted a review of electricity supply options for our Guernsey office, including the viability of the oil-fuelled combined heat and power plant. We decided to decommission the plant, potentially saving more than 100 tonnes of CO2e emissions per year, as well as eliminating local pollution and gas emissions.
- We installed additional timer controls for water heaters at our support office in Nottingham, UK.
- Two of our manufacturing and distribution sites, Aston Labs and Vision Labs, completed the first reporting period of their Climate Change Agreements. Under the CCAs, we have committed to improving process energy efficiency by 13.9% at Aston Labs and 10.5% at Vision Labs by 2020. Vision Labs achieved 97% against the ambitious initial target and Aston Labs attained 102%. Combined, our performance exceeded the overall carbon target by eight tonnes.

Energy use and efficiency

- We produced opportunity registers for our larger UK support offices to identify energy-efficiency projects and track their implementation. For example, in Guernsey, we calculated more than 270,000 kWh of potential energy savings annually.
- Vision Labs also conducted a full energy-use review and outlined a three-year energy-reduction plan.
- We continued to roll out LED lighting at our
- Electricity usage at Airways Optical was reduced by 5.3% to 0.9 kWh per lens produced – 14% less than in 2010.



*'Specsavers is **acutely conscious** of global environmental concerns. We have worked closely with them to identify energy-saving opportunities and make **continuous improvements** to manufacturing processes, helping to **reduce** their carbon footprint.'*

- Briar Associates

In 2014/15:

Water use and recycling

- Szatmár Optikai reduced water usage by more than two million litres per year by switching from using mains water to a borehole irrigation system.
- Airways Optical reduced water usage from 4.84 litres to 3.77 litres per lens produced.
- Vision Labs installed a de-watering facility to allow them to use high-quality recycled water for lens production, decreasing water usage by 60%.
- Our manufacturing and distribution sites focused on recycling improvements:
 - Airways Optical increased cardboard recycling by 185% and mixed recycling by 18%.
 - Lens Online recycled more than 72 tonnes of cardboard and made a procurement change, which resulted in saving 100,000 paper cups annually.
 - Szatmár Optikai installed additional cardboard-baling equipment.
 - Melbourne Glazing Services introduced a recycling programme to reuse packaging when sending supplies to our stores.

Waste and recycling

- We introduced waste audits of our UK and Guernsey support offices.
- We identified an opportunity to recycle waste from the in-store glazing process and conducted a trial collection of dummy lenses in the UK.
- Szatmár Optikai also reduced transport waste by increasing container sizes.

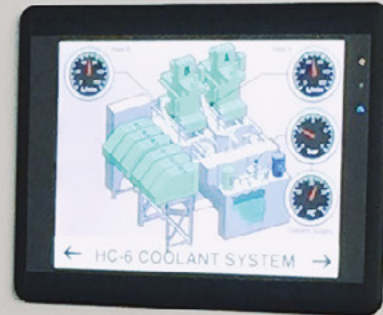
Green teams

- In our UK support offices, green teams campaigned to limit electricity consumption during the festive period. The big switch-off called for staff to remember to turn off all non-critical electrical equipment before leaving the office for Christmas. The results were impressive: our Southampton and Nottingham offices reduced their energy usage by 19% and 41% respectively compared with the same three bank holidays in 2013. In total, the initiative saved 2.5 tonnes of CO2e emissions in just three days.
- We installed a bicycle shelter at our Southampton, UK, office to encourage people to cycle to work.



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Project Manager Steve Leek at the launch of the new de-watering system at Vision Labs.

Protecting our environment

Our progress

Green IT

- We asked for volunteers to drive our 'Green IT' initiative – a strategy to focus on the impact IT has on the environment.
- We modernised our print services to be more environmentally friendly. By replacing printers, scanners and photocopiers with fewer high-speed multifunctional devices, we reduced our carbon footprint due to less paper waste and lower power usage. This saved more than 860,000 sheets of paper (equivalent to 103 trees) in eight months. As a result, we avoided the use of 14,620 kWh of energy and 8,600m of water in the paper-production process.
- We increased video-conference usage across our international support offices by 80% in a 12-month period, saving employee time, travel costs and any CO₂e emissions associated with travel.
- The introduction of electronic payslips for our UK and Guernsey staff has diminished the need to issue 240,000 paper payslips each year, reducing our environmental impact by six tonnes of CO₂e annually.



Internal reporting and data collection

- We collected energy data on a global basis for the first time so that we can analyse our energy use effectively and prioritise activities accordingly.
- We continued trials of automated meter-reading systems to provide detailed data for our UK support offices and manufacturing and distribution sites. Four stores also took part in a pilot for online data capture and analysis.
- Ongoing water billing and metering issues at a number of our manufacturing and distribution sites were investigated and addressed to ensure our reporting reflects actual usage.
- We introduced remote access to real-time water-usage monitors at one of our UK support offices.
- In collaboration with our facilities-management partners and energy consultants, we installed mobile data-logging systems, helping us to fine-tune our heating ventilation and air conditioning systems for maximum efficiency.
- We completed our initial data capture for the impact of our greenhouse gas emissions. This currently includes data on only scope 1 and 2 emissions, which occur respectively when we burn fuel at our locations or in our vehicles, and when we use electricity, accounting for the emissions created by the generation of the electricity.

Global CO₂e emissions from energy use, by facility



Our plans

In 2015/16, the Specsavers Partnership will:

Governance

- Agree and start work on a strategy to define our short- to mid-term environmental objectives, identify key issues and outline a robust action plan.
- Continue working towards the international environmental standard ISO 14001 to gain accreditation at our manufacturing and distribution sites.
- Carry out a second environmental compliance review for the UK and Guernsey and extend it globally.

Energy procurement and supply

- Continue to purchase electricity on low-carbon tariffs where available, including for locations where there are no Climate Change Agreements in place.

Energy use and efficiency

- Investigate the business and environmental cases for photovoltaic installations at our UK and Guernsey support offices to generate electricity from solar energy, including any potential planning and supply-contract issues.
- Install LED lighting at Melbourne Glazing Services in Australia.
- Replace the chilled water system and upgrade to LED lighting at Vision Labs in the UK, potentially saving one million kWh per year.

Water use and recycling

- Review the roll-out of remote access to real-time water-usage monitors at other support office locations.
- Focus on the reduction of water use and effluent at Aston Labs in the UK.

Waste and recycling

- Develop a waste strategy and further explore the opportunity to recycle dummy lenses and other production waste from our in-store labs.
- Recycle at least 30% of waste at Airways Optical Limited.
- Improve waste handling at our manufacturing and distribution site in Szatmár, Hungary, to include plastic and paper recycling.

Green teams

- Continue to deliver quarterly environmental initiatives.



*By **replacing our printers, scanners and photocopiers** with fewer high-speed multifunctional devices, **we saved more than 860,000 sheets of paper, or 103 trees,** in eight months.*

Our plans

Green IT

- Implement PC power-management systems, benchmark computer data-room energy-efficiency standards and plan improvements to performance.
- Create a 'Green IT' team tasked with raising awareness of the environmental impact IT has on our business, finding ways to reduce it and using technology to improve sustainability.
- Introduce carbon-impact measurements and targets to the IT cost-transparency model in order to better track the IT environmental impact.
- Add energy performance and other environmental criteria to IT-hardware procurement standards.
- Continue to monitor print volumes and seek further reductions in usage.

Internal reporting and data collection

- Conduct a gap analysis of our environmental data and improve data-capture processes to achieve higher levels of completeness and accuracy.
- Use improved energy data to support partners in our UK stores and provide guidance on best practice.
- Extend our reporting on greenhouse gas emissions to include scope 3 information. This is generally related to supply-chain activity where we do not have full control over the process related to the emissions, for example when a third party provides travel.
- Provide improved performance data against our Climate Change Agreements, covering longer periods for more accurate reporting and opportunity identification.

