



Gender pay gap report 2018



Foreword



Specsavers celebrates its 35th anniversary this year and the business has changed significantly in that time; but one critical element that has remained unchanged at the heart of our operations – and our ongoing success – is our focus on ‘treating people as we would like to be treated ourselves’

This core value has always guided the way we do things and it is the reason why we are so committed to embracing diversity and inclusion.

In the year since the introduction of the gender pay gap legislation, we have made good progress in ensuring we embrace a truly inclusive culture.

And while we have seen a small improvement in some of our gender pay gap numbers year on year, our focus is on the actions we are taking. We're confident that the commitments we've made – and shared with our teams globally – are moving us in the right direction.

We knew it would be unrealistic to close the gaps overnight. Our data continues to show pay gaps resulting from us having more men in senior roles than women and more women than men in junior roles – trends that have been influenced over time by a number of factors, many historic.

For us, this is a journey, and our approach to recruitment will remain firmly on finding the best people for each role based on talent and potential. But by continuing to flex our current thinking around how we hire, engage, retain and develop our people, we are confident we can make a real difference.

The key focus for us in 2018 was to build a shared basic understanding around inclusion across the business – raising awareness of unconscious bias and encouraging everyone to challenge their own behaviours.

A review of our recruitment and talent management activities is ongoing to ensure that every role is open to the widest pool possible; and our commitment to more flexible working gives our existing and prospective employees freedom around how, when and where they work.

Our overall goal is very clear: to always treat people fairly and create an environment that respects and values difference.

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

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

A handwritten signature in black ink, appearing to read 'KB'.

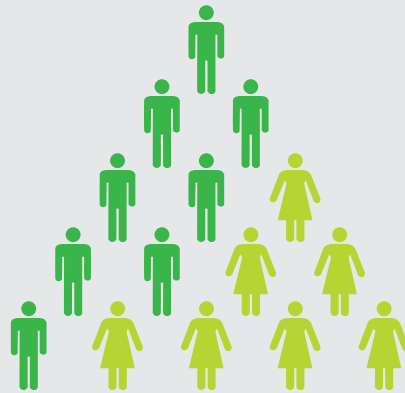
Kate Brown

Global People Director

Gender pay gap explained

What is the gender pay gap?

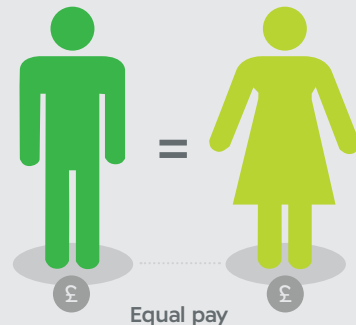
The gender pay gap is a measure of the difference between men's and women's average hourly rates of pay across an organisation or the economy as a whole, expressed as a percentage.



The gender pay gap

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

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



Equal pay

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

How is it measured? Legislation requires that all UK companies with 250 or more employees on 5 April 2018 publish the following key measures:

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

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

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

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

Bonus pay received The percentage of men and women receiving a bonus.

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

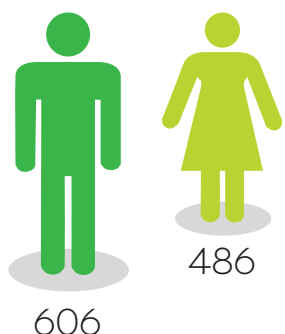
Who are we reporting on? Specsavers has two entities within the reporting threshold: Specsavers Optical Superstores, our UK support office network, and Vision Labs, one of our manufacturing and distribution sites.

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

Our results 2018

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

Gender split of population



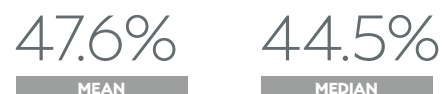
Gender pay gap



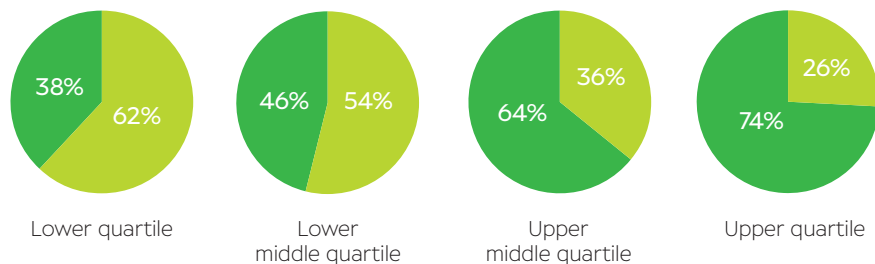
Bonus pay received



Bonus pay difference between men and women

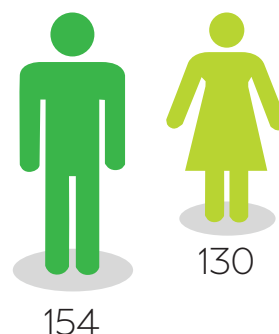


Pay quartiles



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

Gender split of population



Gender pay gap



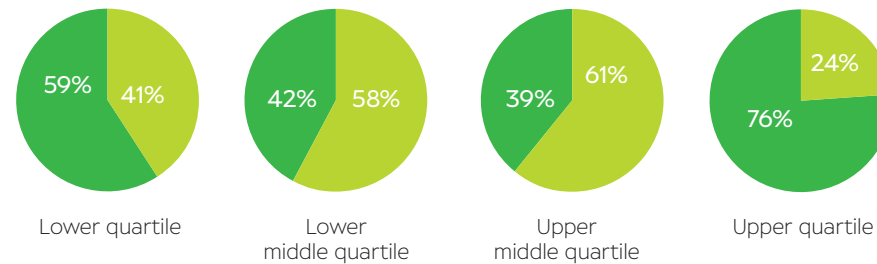
Bonus pay received



Bonus pay difference between men and women



Pay quartiles





Our vision for diversity and inclusion

At Specsavers, everybody is somebody

Diversity and inclusion are key to achieving our long-term goals, ensuring we have the right people in the right place at the right time.

Our organisation was founded on 'treating people as we would like to be treated ourselves', so for us, nurturing a diverse and inclusive culture is based on more than just business benefit. We are committed to supporting all of our people to be the best that they can be by creating an environment that respects and values difference.

Our commitments

Building the agenda

Progress so far We have introduced dedicated resource to lead our global activity on diversity and inclusion and share best practice.

Our future focus We recognise that to make a real difference at Specsavers, we need to focus the actions at a more meaningful level to each business community in each region.

We are, therefore, setting up a network of local action groups in all countries and businesses where we operate to develop specific initiatives that help to drive the local agenda.

87% of leaders and managers across our support offices and manufacturing and distribution sites globally have so far benefited from workshops about unconscious bias.

Challenging our biases

Progress so far Establishing a shared basic understanding was a critical first step in our diversity and inclusion journey.

So far, we have:

- Partnered with a worldwide diversity and inclusion organisation to develop and deliver bespoke training to raise awareness of unconscious bias

This included:

- Facilitated workshops for our leadership population
- Interactive, online workshops for our managers
- Building and launching online development tools for all employees

Our future focus To keep unconscious bias awareness firmly on the radar, we have put in place a two-hour online workshop for anyone to join – suitable for new joiners or those wanting to build on previous knowledge.

People process reviews

Progress so far We have been undertaking a detailed evaluation of our recruitment and talent management activities to ensure all roles are accessible to the broadest skillset possible. Dedicated workstreams have been established for each, including:

- Resourcing – detailed audit of all recruitment policies and processes, e.g. a review of all job descriptions and adverts, which included looking at the language we use to help avoid any bias
- Talent – end-to-end review of our global talent programmes at all levels to better integrate a more diverse and inclusive approach to their design and implementation. We are also tracking numbers and backgrounds to help ensure we build diversity into our future leadership

Our future focus We will continue to build on our work to review the ways in which we recruit and develop talent.

Data and reporting

Progress so far

- Reported our UK gender pay gaps in April 2017 for our two largest businesses – Specsavers Optical Superstores (our UK support office network) and Vision Labs (one of our manufacturing and distribution sites)
- Shared gender pay data internally for all 18 of our businesses around the world
- Produced and published our first Global Inclusion Report for more than 4,000 support office and manufacturing and distribution employees, highlighting our progress so far and detailing our future commitments
- Completed additional gender pay reporting in Australia, Denmark, Finland, Norway and Sweden in line with in-country reporting approaches

Our future focus In 2019 we will focus on enhancing our data processes to develop broader measures beyond gender and reporting around Group diversity. How we gather, manage and access our global people data is fundamental to our commitment to transparency with our inclusion programme.

Working flexibly

Progress so far We have always made good use of flexible working. However, last year we reinforced our commitment to ensuring that everyone in our support offices globally can request it. This included:

- An explicit commitment from our Board to giving everyone the option of working more flexibly
- Developing online support materials and practical guidance for people managers to help them manage more flexibly
- Launched an additional programme in Australia and New Zealand in support of flexible working, including workshops and support materials for employees and managers

Our future focus We will move to advertising all roles (where viable) with an explicit commitment to our support for more flexible working arrangements. Additional support tools and materials are being developed for hiring managers to enable even more flexible working arrangements with their teams.

“As part of our diversity and inclusion programme, we want to ensure that working flexibly is something that everyone across our global support offices has the same opportunity to request and experience.

Paul Marshall
Managing Director – UK/ROI

In our UK and Guernsey support offices alone, a recent pulse survey showed that more than 75% of people benefited from some form of flexible working in 2018.

