

Our annual review

2021 | 2022



Specsavers

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To
change
lives
through
better
sight and
hearing

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Our purpose

We started Specsavers with one goal in mind: to make a real difference.

It was about making quality, best-value eyecare accessible to everyone.

Taking those first steps, we had no plan to be the biggest, simply an aspiration to be the best. This relentless focus has enabled us to grow – opening new stores, entering different markets, broadening our services, and delighting more and more customers around the globe.

Nearly 40 years on, the Specsavers family is a little larger, with almost 2,500 businesses across 11 countries. But our purpose remains as true as in those early days: changing lives through better sight and hearing – today, for more than 41 million customers.

As we reflect on recent times, the challenges of navigating through a Covid-19 environment naturally remain at the forefront of our minds. Although the pandemic meant that many eyecare services were withdrawn, reduced or restricted, our stores were able to remain open for those who needed us most. Ensuring our services were available and accessible for urgent and essential eye health or hearing needs alleviated pressure on hospitals at such a critical time, and helped essential workers carry out their incredible work. We are beyond grateful to all our partners and colleagues who worked on the front-line to care for our customers safely – providing reassurance, compassion, and clinical expertise.

Despite these difficult times, it has been another truly outstanding year for Specsavers.

This review explains just some of the areas where we are making a difference: enhancing our offer to even more customers as we entered Canada as part of **our growth** ambition; launching innovative products, services, and systems to provide even greater value and choice to **our customers**; investing in the development, careers, and wellbeing of **our people**; reviewing our impact on the world around us to ensure we are **sustainably making a difference**.

We do, of course, continue to operate in uncertain times. We know challenges lie ahead due to the ongoing impact of the pandemic, an increasingly tough competitor landscape, as well as fragile political and economic conditions. However, with the strong recovery of our business, we are able to refocus on the long term and the ambitions that guide our plans for the next five years:

- Delivering outstanding value and being loved by every customer
- Being the place we are all proud to belong
- Being the clear market leader in every region, caring for 60 million customers

As ever, our final thoughts in this introduction are for those who make Specsavers what it is today: our 45,000 partners and colleagues across the world.

Thank you to each and every one of you, for your ongoing hard work, energy, and passion.

Thank you for inspiring us.

And thank you for keeping our purpose as alive today as it was 40 years ago.

Doug Perkins
Chairman and Founder

Dame Mary Perkins
Founder

Our growth

Figures as at the end of February 2022

Group revenue

£3.43 billion

Growth on 2020/21

24.88%

Revenue by market

UK	£1,886.7m
ROI	£152.1m
Netherlands	£158.3m
Sweden	£143.7m
Norway	£98.2m
Denmark	£159.1m
Finland	£42.9m
Spain	£6.3m
Australia	£684.4m
New Zealand	£86.4m
Canada	£12.5m



the year in numbers

510 million

contact lenses sold



22.1 million+

frames sold



40,800

colleagues



530,000

hearing aids sold



41.4 million

customers worldwide



4,700

partners



2 million

visitors to our website every week



1.4 million

customer feedback responses



47,255

ophthalmic procedures performed via Newmedica

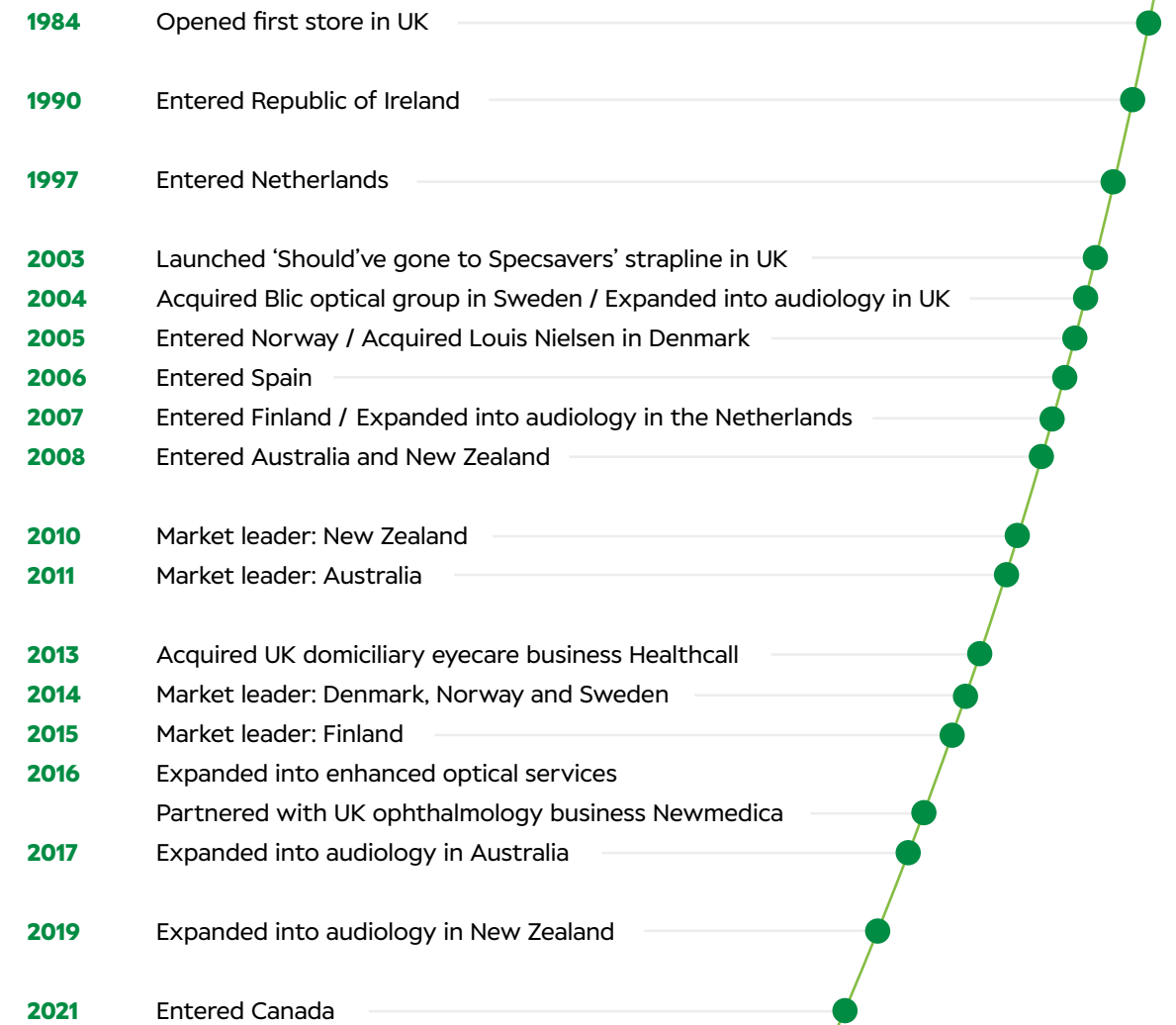
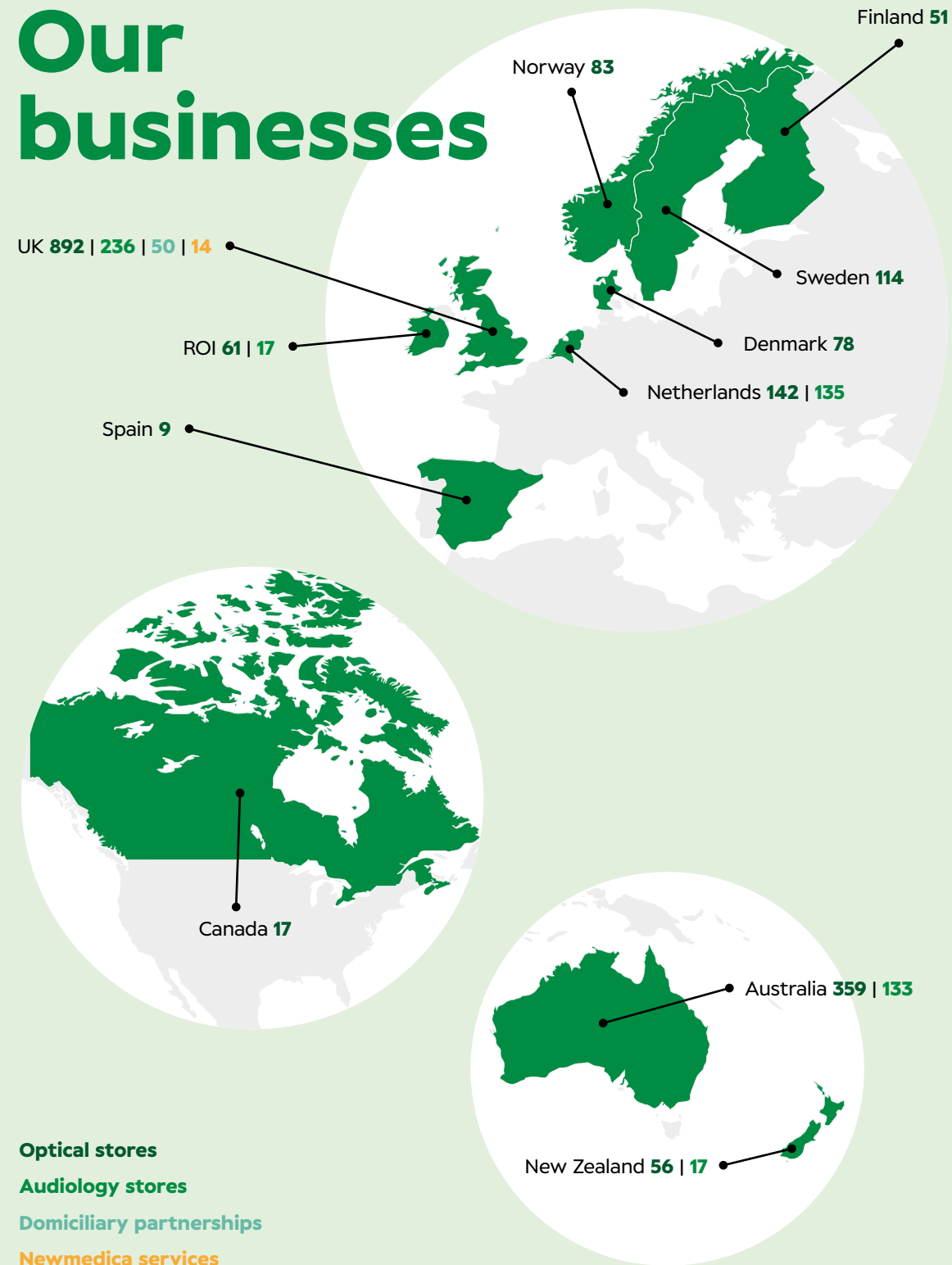


2,464

optical, audiology, domiciliary, and Newmedica businesses



Our businesses



Our story so far

Our customers

Delivering outstanding value, being loved by every customer.

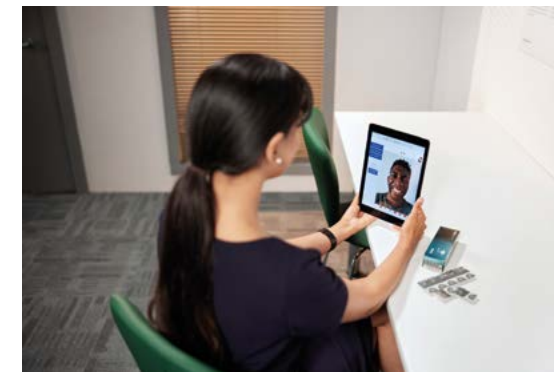
Innovating the customer experience

As customers increasingly look for simple, convenient, and accessible ways to experience our services, it is important for us to offer a flexible approach to meet ever-changing expectations. Seamlessly combining first-class interactions in our stores with remote expertise delivered over the phone or virtually, as well as the ability to purchase our products

We build trust and loyalty by providing first-class clinical care, unbeatable value, excellent choice, and unwavering quality to our 41 million customers worldwide so that we really can change lives through better sight and hearing, every single day.

online will ensure we continue to lead the way in delivering better health outcomes.

Our investment in this area has again increased as we introduce more digital enhancement into the customer experience, regardless of how and when our customers choose to interact with us. Last year, we improved many technological elements of the customer journey, allowing us to move faster, respond to consumer needs more effectively, and introduce new features quickly.



The Covid-19 pandemic prompted us to accelerate some of our innovation activity to support customers outside of the traditional retail environment. For example, RemoteCare, our free virtual consultation service, available globally, enables our clinical experts to be available by video call or over the phone to provide essential health advice for eyes and ears. We also improved our online chat capability, giving customers quick and easy access to answer their queries.

We also brought forward the roll-out of eCommerce services to all our regions, so that customers worldwide could purchase our products online. Launching Tele-optometry (initially in Sweden) resulted in greater customer access to care in remote or hard to recruit areas.

As lockdowns were lifted and our stores experienced exceptional volumes, we enhanced our online appointment system so that customers could easily view availability across a number of stores in their local area, making it even easier to book an eye or hearing test at their convenience. We also upgraded our virtual try-on technology allowing customers to try frames at home, reducing the amount of physical contact with frames in store.

A new digital platform across the UK and Republic of Ireland, gave customers the convenience and freedom to manage elements of their contact lens scheme online; reducing their reliance on in-store visits or contact centre interactions.

Leading the way in clinical care, we became the first optometry chain in Norway to offer optical coherence tomography (OCT) in all stores. The technology provides our optometrists with detailed 3D scans of the retina, meaning they can detect certain eye conditions up to four years earlier than traditional imaging methods.

Enhancing our offer

Exploring how we further diversify the services we offer across all our regions, providing a total care solution for customers, remains as important as ever to ensure our success as a multi-category business.

Following our partnership five years ago with Newmedica, a UK leading provider of NHS-funded ophthalmology services, we were proud to become sole owners in 2021. Newmedica operates across 26 sites in England, offering services to NHS and private patients, covering the major adult sub-specialities of glaucoma, cataract, medical retina, macular and YAG lasers.



An eye operation at Newmedica Eye Health Clinic and Surgical Centre, Shrewsbury. © SAW Photography.

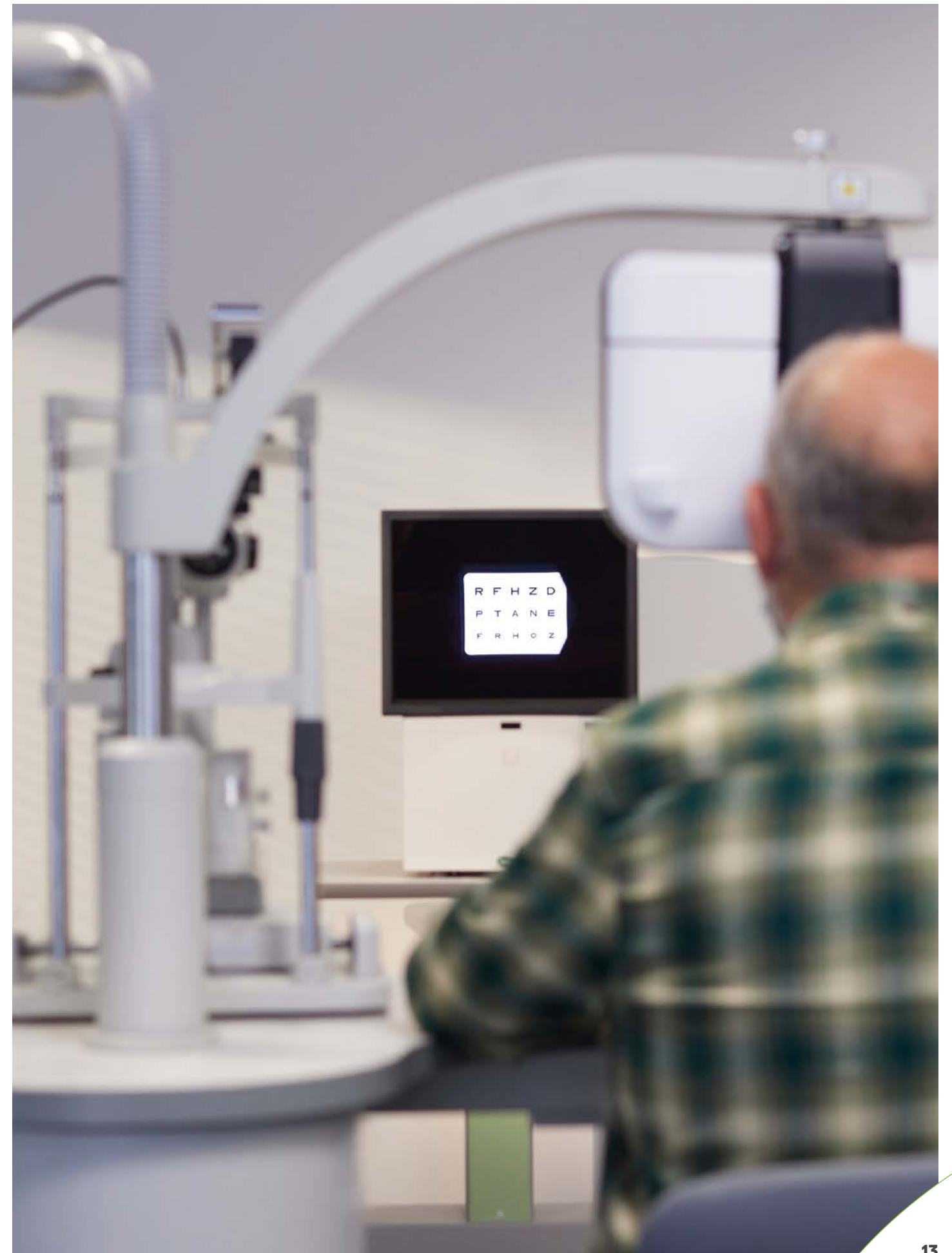
We continue to invest heavily in the capabilities required to grow Newmedica further, including our team, systems, and the brand itself. In the last 12 months, three new Newmedica surgical centres opened as ophthalmology joint ventures, and we have plans for seven more in the year ahead.

We are hugely proud of the outstanding patient outcomes achieved by our teams: our posterior capture rupture rate (PCR) is 0.3% (well below the national average of 1.1%) and 99% of patients say they would recommend us to their friends and family.

We are committed to reaching people who may not be able to access our services in the usual way. Our domiciliary business provides clinical care to those in the UK and Republic of Ireland who are unable to visit our stores. With almost 170 new colleagues joining us, we expanded our business and saw sales increase by almost 25% in the UK.

To help ensure our ophthalmology provision is accessible to all, we began forging links between our domiciliary and Newmedica businesses, starting with supporting post-cataract reviews for housebound customers. Looking ahead, we are excited to offer audiology services as part of our home visits and will launch the first pre-registration student programme in the domiciliary field.

In Australia, it is estimated that 50% of Australians living with diabetes are not receiving regular eye health checks. This is despite diabetes being the leading cause of blindness in Australia and the fact that most vision loss is preventable through regular eye tests and early treatment. KeepSight is Australia's solution. The initiative sees patients with diabetes receiving reminders from Diabetes Australia if they don't return for an eye test following a recall message from Specsavers.



“
Now is the time to implement change, such as fast-tracking technology, that will help to secure long-term sustainability of patient-centred care.

Giles Edmonds

UK Optometry Director

As a business, we were instrumental in establishing this process three years ago when we committed to contribute A\$1m annually for five years. While data on improved health outcomes and prevented vision loss is not expected to emerge for another few years, our optometrists have submitted more than



400,000 registrations to the KeepSight patient database so far, registering more than 80% of the patients with diabetes that have appointments with us each week.

Our strategic alliances with leading eye-health organisations across Northern Europe (including the Finnish Federation of the Visually Impaired and local Associations of the Blind in Denmark, Norway, and Sweden) saw us hosting public events and delivering webinars dedicated to highlighting the importance of good eye health and raising awareness of various eye conditions such as glaucoma.

We also commissioned the 2021 State of the UK's Eye Health report looking at the impact Covid-19 has had on the nation's eye health. During the pandemic, all services were initially redirected, understandably, to care for critically ill patients. As a result, NHS elective eye appointments were cancelled. The report reveals that there was a 4.3 million drop in the number of eye tests conducted in 2020, referrals to hospital eye services decreased by 28% during March to December 2020, and almost 3,000 people are estimated to have lost their sight due to delayed identification and treatment of eye health conditions.

Thankfully, key groups from across the UK, including Specsavers, are working together to tackle the backlog of patients and reduce waiting times. Our business has invested £45 million to bring world-class optical eye test technology, OCT, to our stores. This technology, previously only available in hospital ophthalmology departments, has transformed our evaluation of a customer's overall eye health.

Reaching more customers

Our investment in the Specsavers brand over the last 40 years continues to successfully

bring our concept to life for customers. While it underpins our core principles of value, style, expertise, and care, we are always evolving to ensure it also maintains the very highest levels of awareness. We further developed our 'Should've gone to Specsavers' messaging to appeal to our ever-changing customer base as well as investing heavily in newer forms of media including data-driven, social, and digital.

Since announcing our exciting entry into the Canadian market in March 2021, many significant milestones have been met, and fantastic achievements realised, enabling us to deliver our renowned care and value to even more people.

At the start of 2022, we began running a series of engagement sessions to bring our partnership model to life for Canadian optical practitioners and experienced retailers. This kickstarted our recruitment with more than 350 attendees registering their interest in becoming a Specsavers partner.

We now have 17 businesses in British Columbia, a combination of acquired and re-branded Image Optometry outlets and our own, brand-new Specsavers stores.

From the outset, Canadian customers loved our presence and offer as we pledged to make a real difference by changing lives. Our modern and inviting stores, all fully equipped with the latest optical technology, continue to trade significantly above expected forecasts, growing by 67% on pre-rebrand levels and regularly achieving record sales weeks.

To help make Specsavers a household name across British Columbia, we launched a multi-million-dollar marketing campaign, *That's Specsavers Love*, created specifically for the Canadian market. It was an instant hit, being seen and heard on media platforms across the province.



Our store team in Woodgrove, Canada.

With such huge success, plans are fully underway to open 200 more partner-owned stores across the country by 2024 with ambitions to become the market leader, an investment expected to create more than 2,000 local jobs.

But it's not all about Canada, of course. This year, across our markets, we enhanced our accessibility and availability for customers by opening over 90 new stores and expanding or relocating 100 others, providing more than 1,500 jobs. This is set to continue next year to reflect strong demand and partner confidence, with plans for at least 100 new optical and audiology businesses across our existing regions, all fitted out to the highest specification.

Focus on frames

Offering our customers unbeatable choice and value means we are continually investing in frame design and development. This year was no different as we introduced exciting new ranges, trends and technology, selling more than 22.1 million glasses worldwide – a 24% increase on 2020/21.

With an ever-increasing focus on waste reduction and sustainability we introduced ReWear, our environmentally-conscious range partially made from recycled, post-consumer plastic waste. This quickly proved popular with our customers, selling more than 5,000 frames per week. Following a successful trial launch in Northern Europe, our new bio-acetate collection called Luxe will be available globally as part of our commitment to increase our use of bio-based raw materials. This will reduce our reliance on non-renewable resources and means frames will biodegrade more quickly at the end of their economic life.

Later this year, we'll also be launching our new ECO frame cases, designed to further minimise our impact on the planet.

An iconic tartan frame from our Vivienne Westwood collection.

We boosted our fashion credentials through a partnership with iconic luxury brand Liberty to create a unique eyewear collection. The 19 different styles combine Liberty's signature heritage-inspired designs with vibrant prints and launched exclusively to Specsavers with huge global success, especially the four children's styles which saw sales outperform forecast by 63%.

Another exclusive global eyewear launch was the result of an exciting collaboration with Vivienne Westwood. The collection, which takes inspiration from Westwood's use of tartan, iconic orb design, and rococo details proved an instant hit for customers, with the tartan sunglasses being particularly popular.

In addition to introducing new styles, we refreshed 30% of our existing ranges including best-selling brands Converse, Tommy Hilfiger, HUGO and MARC JACOBS, leading to double-digit volume growth.



Listening to feedback from our customers and in-store teams is an important part of our approach to frame development. We regularly review and adjust our product mix to satisfy consumer preferences and eyewear trends.

And, as part of a continued global focus on ensuring our in-house collections are as prominent as possible and complement our great selection of well-known designer brands, we increased our own product volumes to account for 64% of our overall portfolio.

Progress in lenses

Our ongoing commitment to enhance our global ophthalmic lens portfolio saw volume growth across all our regions: varifocals grew by 11% in the UK alone and sales of high-index (thinner, lighter lenses for those with strong optical prescriptions) increased by 21% globally.

During 2021/22, we refreshed our varifocal offer by upgrading existing designs and introducing new, technologically advanced products such as Intro-HD, available in a wide range of materials at excellent value.

Our Canadian market was the first to offer SuperBoost to customers, a lens designed to give wearers a boost to their vision by relieving visual fatigue.

For many of us, using digital screens is a significant part of our daily life, meaning

our eyes are having to work harder than ever. The global rollout of SuperReaders 1-2-3, which takes traditional reading glasses to the next level, was met with great success. The '1-2-3' represents the different distances available, with vision for one, two, and three metres away, so are ideal for customers who need to regularly switch between close-up and intermediate-distance tasks. Wide zones within the lens provide clear and comfortable vision at each distance, negating the need to keep a different pair of glasses perched on your nose, always swapping specs, or constantly moving your head to find the desired vision spot.

With growing demand in the contact lens market, focus in this area continues to be important for us, so we re-vamped our trusted and exclusive easyvision range with a completely new look and feel. Our easyvision contact lenses are hugely popular with customers as they offer uncompromised comfort, using the very best technology and materials, at outstanding value. As a first for our newest market, we launched the design in Canada initially with Europe, Australia, and New Zealand soon to follow.

As the number of children with short-sightedness increases, so does the scientific research into how progression of short-sightedness might be slowed down. We are keen to help our customers gain access to the latest products as they come to market, which is why we began to offer MiSight® 1 day contact lenses for children in more than 200 stores in Australia. These lenses may help slow down the progression of myopia, as well as offering children all the benefits of wearing single-use disposable contact lenses.

Having friendly, knowledgeable conversations with customers about their lifestyle

enables our store teams to make informed recommendations based on their specific requirements. Contact Lenses for Life was introduced as a brand-new way of structuring our product range with consumer needs at the heart. Helping even more customers to understand that not all contact lenses are the same and communicating the various benefits and technological innovations, means we can delight with products that are tailored to suit their individual needs.



Advancements in audiology

Our audiology business, available in the UK, Republic of Ireland, Netherlands, Australia and New Zealand, enjoyed another successful year as our customers benefited from the highest-quality hearing care products and services. Dispensing more than 530,000 hearing aids globally, represented a 63% volume growth on 2020/21, and a 20% increase compared to pre-pandemic levels.

Fuelling this growth, we made audiology services available in a further 65 stores across Australia and New Zealand, meaning customers can now access best-value hearing care in two

thirds of our Australian stores and in more than half of our New Zealand stores.

Delivering the audiology products and services our customers need is essential. During the UK's first national lockdown in response to Covid-19, we led the way in innovative digital support when we provided a remote fine-tuning service. Our audiologists could stay in contact with customers and adjust their hearing aids, via a smartphone, without the need to leave home.

We also agreed a quick repair service with our largest hearing aid supplier to reduce turnaround times on both standard and customised products, meaning our customers are inconvenienced as little as possible.

To enhance the Specsavers Advance product portfolio, our own collection of digital hearing aids made exclusively for us by well-known hearing brands, we launched the new Specsavers Advance 19 and 71 ranges, alongside Phonak Audéo™ Paradise and Signia AX.

Using the latest technology and great new features to assist with hearing speech, customers can also personalise their listening experience using a smartphone, and stream phone calls, TV programmes, and films straight to their hearing aids.

We were also delighted to introduce Signia Active and Active Pro hearing aids to our customers. A fashionable alternative to classic hearing aids, these Signia products offer an award-winning earbud-style design without compromising functionality.

Offering sustainable solutions for our customers is also critical. To reduce the reliance on single-use batteries, rechargeable hearing aids are now provided to more than eight in every 10 customers when a rechargeable model is available in the range and style requested.

Designing world-class stores

As we operate in an ever-changing retail and competitor landscape, we continually evolve our stores to ensure the very best environment for our customers, partners, and colleagues.

Significant, ongoing investment in both design and technology means we can accommodate rising customer volumes, increase efficiency, and ensure we are fully equipped to offer world-class services and care. Last year, as well as revamping the overall look and feel across many of our stores globally, we made innovative improvements to our product displays and clinical environments.

This not only involved a new approach to frame merchandising in all our markets with the provision of state-of-the-art illuminated frame display units, but also the roll-out of new digital

screens within window displays and elsewhere in store to help with messaging to customers.

We care about how we make our customers feel, and so we revolutionised the experience of trialling contact lenses. Appreciating that trying to fit contact lenses for the first time can be daunting, especially in an open, busy store environment, we introduced all-new fixturing to create designated and secluded areas, giving customers space, comfort and privacy.

Enhancements across our supply chain

Ensuring our supply chain advances in line with our ever-growing business is vital in order to maintain the very best service to our partners and customers.

Our new store in Coquitlam, Canada.



Each week, our 11 manufacturing and distribution sites across the globe produce more than 450,000 lenses, glaze more than 250,000 pairs of glasses, and dispatch hundreds of thousands of contact lenses, ophthalmic lenses, and frames to our stores all over the world.

Our sites grew their capacity by 25% last year through the introduction of new technologies, improved processes, and increased efficiencies, enabling our partners and store teams to exceed customer expectations every day.

Throughout the pandemic, our supply chain teams worked tirelessly with our manufacturing and logistics partners to secure the continued transportation of goods and contingency of supplies. As global prices rose and supplies were constrained, we managed to maintain stock levels and stabilised prices, ensuring continued service with minimal disruption to our customers.

A crucial focus for us last year was to secure partnerships and establish supply routes to serve our Canadian market. We can offer

our full portfolio to customers in Canada meaning they can enjoy the value and variety that Specsavers offers – with an appropriate product range and meeting local regulatory requirements.

To support both global and regional growth, we invested in the construction of a new, joint-venture manufacturing site in Zhuhai, southern China. Century Optic is an impressive, purpose-built facility designed specifically to accommodate our manufacturing processes and equipment. The site totals 40,000m² over six floors as well as an adjacent 8,000m² dormitory building, offering the extra production capacity needed to meet increasing demands.

The value of feedback

Hearing directly from our customers continues to be an invaluable part of our business. Over the past year, our global customer feedback system provided us with 1.4 million responses – all of which are used by our teams to improve every day. The scores we received were fantastic across our regions; for example, 93% of our Northern European customers said that their experience with our colleagues was either good or excellent.

In the UK, Republic of Ireland, and Spain, we launched 'Smiles': a simplified service philosophy designed to focus on the key impact we try to achieve with every customer.

Our smiles, along with our care, compassion, and advice when helping customers with their eye health or hearing care, really do go a long way and our store teams take pride in doing what they do best with a smile. Since launch, 90% of customers in the UK told us they left a Specsavers store with a smile on their face.



Century Optic, our new joint-venture manufacturing site in Zhuhai, China.

“

Positive and friendly staff who helped change my lenses after the ones I initially tried didn't suit my needs. The most important thing for her was that I was happy.

A customer at our Gulsbogen store in Norway

card to Sarah, our Optometry Partner at the Clarkson store in Western Australia. Her young daughter visited us for an eye test and to choose new glasses, but Sarah discovered optic nerve changes that required urgent referral.

Thanks to Sarah's clinical expertise and great care, the child received treatment for elevated intracranial pressure. The customer was eternally grateful for our sight-saving, and indeed lifesaving, care.



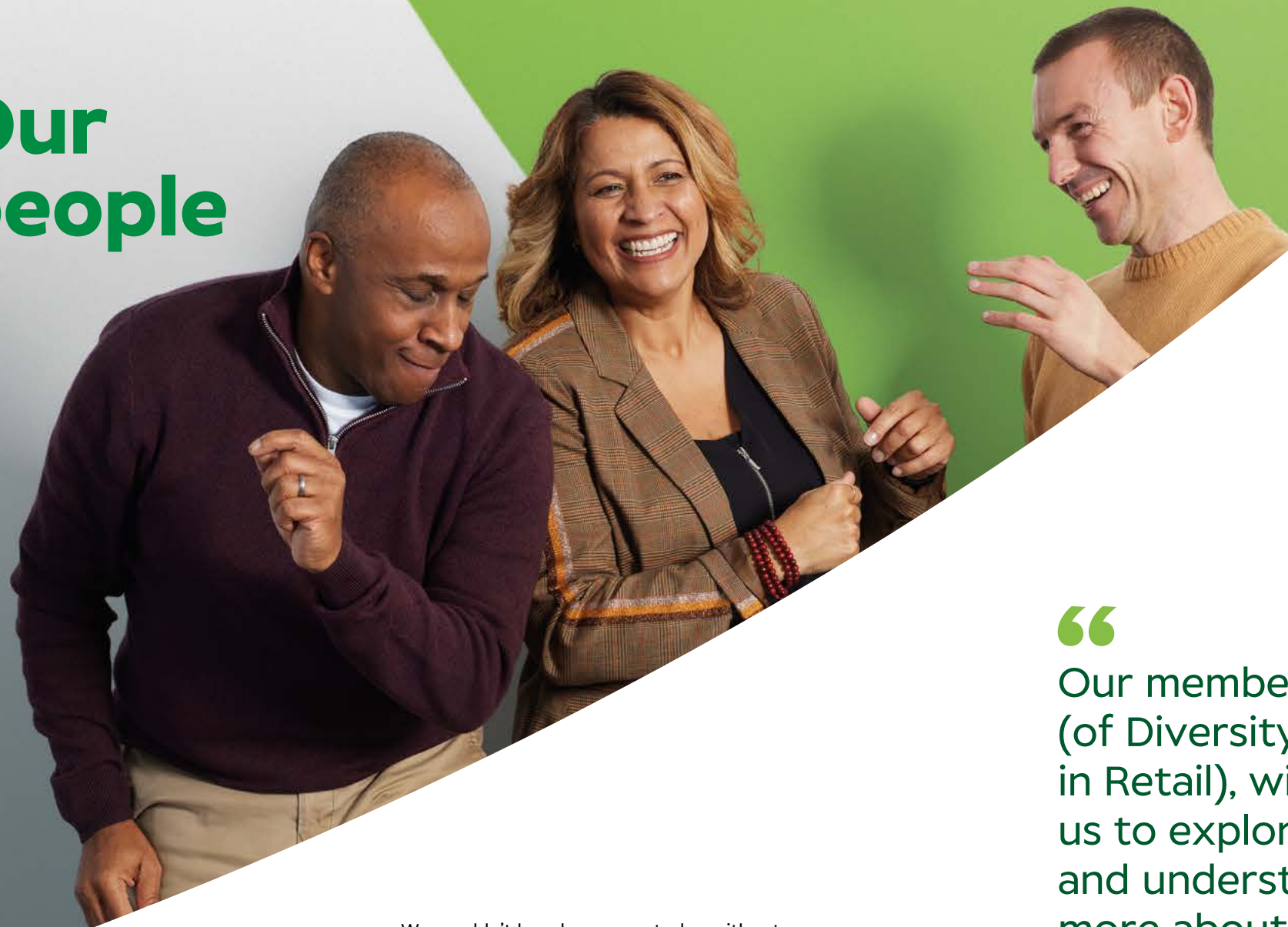
In recognition of our outstanding service, we received a multitude of awards last year. In Denmark, we were ranked number one in insights agency Wilke's Best Customer Experience category and named the Best Retail Chain in the Netherlands in the Hearing Care Professional category for the fourth time during the annual ABN AMRO Retailer of the Year Awards. Reader's Digest magazine crowned us as one of Australia and New Zealand's Most Trusted Brands for 2021 in the highly competitive Optometrist category.

Although these accolades bring us great pride, it is the human stories behind such achievements that really inspire us to go the extra mile. For example, when a patient's mother sent a heart-warming thank-you

Or like hearing from Debora Krut, (above right), who, as a busy university student, thought her sore neck, nausea, and vertigo were stress-related but, when she also developed double vision, she called the hospital. Understandably, the hospital couldn't see her immediately, so she made an appointment at our Oxford store in the UK. Our optometrist, Ciara Ní Chléirigh, spotted a swelling on Debora's optic nerve which is usually caused by a pressure increase around the brain.

She referred Debora to hospital straight away where tests later that day confirmed she had a brain tumour. Debora had surgery to remove the tumour followed by proton beam therapy. She is now telling everyone to make sure they get their eyes tested as it could also save their life.

Our people



Being the place we are all proud to belong.

We wouldn't be who we are today without our people. We strive to ensure that Specsavers is a place where everyone is proud to belong: from those who work in our global support offices and supply chain sites to our optical, audiology and domiciliary partners and colleagues changing lives on a daily basis.

The passion and contribution of more than 45,000 colleagues and partners across the globe make Specsavers a truly special place. We place much focus on helping everyone to feel valued, cared for, and supported in achieving their full potential.

“Our membership, (of Diversity in Retail), will help us to explore, grow, and understand more about how we can ensure our culture embraces the different views and thinking of a diverse workforce.”

John Perkins

Group CEO and Chief Sustainability Officer

Focusing on diversity and inclusion

Broadening and strengthening our approach to diversity and inclusion involves working to cultivate an environment that respects and values difference, and where our people feel they can be themselves at work.

Over the past 12 months, we have introduced diversity and inclusion forums in all our regions and supported the creation of four colleague network groups:

- **PRISM** for LGBTQIA+ colleagues globally
- **MenoTalk** – a menopause support group
- **Empowered Together** – focused on ensuring we celebrate women in our business
- **EmBRACE** for black and ethnic minority colleagues and their allies.

We also joined forces with Diversity in Retail in the UK, an organisation devoted to increasing diversity and inclusion across the retail sector. Being a member of this community offers a unique opportunity for us to gain a broader perspective, enhance our commitment to diversity, and be as inclusive as possible.

Our 2021 gender pay gap report highlighted that the number of women in senior roles has increased to 31% compared to 26% in 2019 within our UK support operation.

Caring about wellbeing

We are passionate about supporting our people to be the best they can be, helping them to maintain positive mental and physical health.

Through our wellbeing offer, our colleagues have access to a wide range of services including:

- WeCare, an employee assistance programme
- Mental health services via medical insurance
- A fully trained group of mental health first aiders
- Online GP advice available at any time and from anywhere.

Our regional teams also run regular wellbeing events locally such as a 'The Way We Feel' week in Australia and quarterly wellness sessions across our manufacturing and distribution sites. The focus here, and indeed for all our wellness activities, is on a holistic approach: understanding that wellbeing is not only concerned with mental or physical health but can also relate to financial and social influences.

Following its success in our Northern European region, we launched Headspace, a mindfulness and meditation app, for all partners and colleagues globally. We saw almost 5,000 registrations in the first month and we're offering interactive webinars in partnership with Headspace to help colleagues maintain their wellbeing.

We also created the new role of Wellbeing and Inclusion Leads, responsible for our global approach. Working with colleagues across the business, including those in our network groups, to ensure we continue to focus on wellbeing in the right way and fully embrace our ambition to create a more diverse and inclusive environment for all.

Creating a great place to work

Our partners, store teams and support office colleagues across Northern Europe were invited to take part in a Great Place to Work® (GPTW) survey for the fourth time. Each year, GPTW conducts employee surveys for more than 10,000 workplaces globally, all aiming to be awarded the well-known accreditation.

We had incredible success as Specsavers was crowned Sweden's Best Workplace for 2022 in the large companies' category: an achievement made particularly impressive considering we were in ninth place in 2021. We were also delighted that Louis Nielsen, our Danish business, was ranked as the second-best workplace in Denmark and proud to be titled as Europe's 11th best place to work overall.

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Being recognised as a Great Place to Work® is testament to the positive environment we consistently strive for at Specsavers across Australia and New Zealand.

Paul Bott

Managing Director (ANZ)

Great Place to Work status was also accredited to our ANZ region, with 84% of our store and support office colleagues in Australia and 81% of those in New Zealand stating that Specsavers is a great place to work.

Nurturing our partnership

Our success is undoubtedly down to the strength of our partnership. Providing exceptional support to our partners enables them to focus on what they do best – changing lives by inspiring their teams and caring for our customers.

Across each of our regions, our Retail Support Teams (RST) are at the vanguard of helping our partners put in place plans to develop their businesses. We have continued to invest heavily in this critical area, with specialisms in HR, change management, audiology, contact lenses, customer service, and clinical advancement to support every partner and enable the sharing of ideas and best practice across all stores. Our results, particularly from a recent survey in Australia and New Zealand, indicate how well this is working with the majority of partners stating that the support they

receive from their RST is among the most important, valued, and effective service of the business model.

Working with internal colleagues and external suppliers, we provide a blend of learning interventions via virtual workshops, online content, podcasts, and videos to support our partners with their personal development, the engagement of their teams and the growth of their businesses. Last year, we launched our re-vamped partner induction in the UK which involves attending virtual sessions to help build their business knowledge and support networks, with more than 120 partners from optics, audiology and domiciliary taking part.

We continued to recognise and engage aspiring partners through Specsavers Pathway, our in-house development programme which supports our internal pipeline across every region. Last year resulted in 255 Pathway graduates globally. Each region's 'Green Room' enables us to provide ongoing training and support to approved partners, ensuring they are ready for formal appointment into the partnership when opportunities become available.

Engaging and developing our partners ensures they are equipped to lead thriving, sustainable businesses, whatever the future brings. Following its huge success in Australia and New Zealand, we launched Specsavers 7, our highly regarded leadership development programme for partners, across Northern Europe. The programme brings together proven characteristics of high-performing business leaders with unique elements of Specsavers' partnership model. The result is a focus on, and support in, seven skills that we believe all Specsavers leaders need to demonstrate in order to be world-class at what they do. We also started plans to bring Specsavers 7 to all UK partners during 2022.



Annual seminars have always been an important part of the Specsavers calendar when partners and support teams come together to celebrate achievements and look ahead to future business plans. The pandemic obviously meant that face-to-face events were put on hold as we faced an uncertain period with continuously changing restrictions.

Despite this, we found new ways to keep everyone in the partnership connected, designed to respond to the needs of each region; seminars moved online, we introduced virtual breakfast sessions, and regular entertainment events were broadcast digitally.

With the lifting of restrictions across many of our regions in early 2022, we recommenced in-person communication meetings and seminars. These gave our partners and support office colleagues the chance to reconnect after almost two years, sharing their passion and Specsavers stories face-to-face once again.

Supporting and developing our teams

To continue being recognised as a great place to work and achieve our long-term goals, our focus must be on our people and their

development, providing a safe space to learn, fail, stretch and prosper. Creating and investing in opportunities for everyone to realise their full potential while feeling valued and inspired will ensure we attract and retain the best people to meet the needs of our business today, and in the future.

We offer a huge variety of career paths at Specsavers: whether you're an optical assistant in store, leading a team of warehouse operatives, working as part of our innovative, digital technology function, or travelling around the country in a field-based role. We are committed to ensuring that extensive and fulfilling careers are accessible for all.

We introduced monthly 'See your career at Specsavers' features in the UK, highlighting the many individuals from across our support offices and manufacturing and distribution sites who wanted to share stories about their career journey with us so far. Not only do these showcase the diversity of careers on offer, but they also shine a light on the learning and development opportunities available to help every partner and colleague be the best they can be. This often involves embracing opportunities outside of their specialism or exciting geographical secondments.

In Australia, we held a careers information week for our support office colleagues. A series of interactive virtual sessions provided teams with the options, skills, and confidence to proactively plan their internal career progression.

In the UK, 2021 saw the launch of our New Talent Programme which provides people in the early stages of their career, or those looking for a change, with the support and skills they need to succeed. During the programme, participants experience different roles through



Opposite page: ANZ partners celebrating at an end-of-year event.

This page: Partners in Norway at the annual seminar.

two six-month placements in our support offices. They gain a comprehensive insight into everything we do and have countless opportunities to expand and strengthen their skillset. By encouraging all those involved to continually expand their capability, see new possibilities, and discover their true potential, we can help them find, and get fast-tracked onto, the most suitable career path.

This was so successful that we expanded it to participants in Australia and New Zealand. We then launched our largest ever multi-channel recruitment campaign to attract a further 51 people to join the 2022 programme across the UK, Guernsey, and Northern Europe. This was open to internal colleagues from our stores, Newmedica business, manufacturing and distribution sites, and support offices as well as external applicants.

Our global Grow Our Own programme supported 81 high-potential colleagues to grow the capabilities required to take on a more senior or broader role in the future. In addition to learning as a group in key areas, we help participants to personalise their development, creating a unique learning journey suited to their needs.

A new 12-month Trading Mindset programme was designed to broaden the experience and skillset of a group of leaders from across our UK, Northern Europe and supply chain



“
This programme taught me how to think more strategically and use an out-of-the-box approach when searching for solutions.

Joyce ten Broeke

Lead CRM Manager in the Netherlands

teams in preparation for more trading-led career paths. Through a mix of masterclasses and online learning sessions, delegates focus on increasing their knowledge of customer insights, supplier management, and trading strategy while being mentored by senior leaders with experience of trading director positions.

More than 90 colleagues from across our regional marketing teams took part in a global development programme to ensure we deliver first-class customer experience and communication. Participants attended virtual workshops about upskilling in priority areas, followed by a practical case study, working together to identify and present innovative solutions. Development in this area not only built consistency in modern marketing expertise across our teams, but also led to stronger internal networks, greater collaboration, and enhanced career paths.

Supporting our store teams to become skilled and confident experts in their field is vital to ensure they can continue to make a positive difference to our customers' lives. Key to achieving this is the investment in our digital training platforms, the network of regional trainers across all our markets, as well as having in-store trainers in every location who inspire and encourage our store colleagues every day.

Our online learning management system, iLearn, was upgraded in the UK with improvements to make it even more intuitive and accessible from multiple devices. Optical, audiology, domiciliary and contact lens modules were brought together into one learning journey instead of separate focuses and the introduction of levels demonstrated career paths and core performance for roles within retail teams, clinical professions and ultimately partnership. The enhancements were a huge success with 91% of colleagues logging in and more than three million page views post launch.

Such foundations ensure access to ongoing training, but also to support specific initiatives. For instance, in Northern Europe, we developed a suite of new materials for our in-store trainers and delivered bespoke training to assist with the roll-out of optical coherence tomography (OCT) in our Norwegian stores.

We also developed more than 90 bite-size sessions covering all aspects of the new equipment (which enables our optometrists to identify early signs of certain conditions using non-invasive diagnostic imaging), all available remotely via our GreenPoint learning platform to bolster the classroom training.

We launched our Management Ascent programme for store managers in Australia and New Zealand, designed to equip them with everything they need to be highly skilled retail



leaders of the future, an important step in safeguarding our internal pipeline.

To help get our new recruits in audiology off to a great start, we provided a new specialised induction, called Ready to Serve, to our hearing aid dispensers in the UK. Ready to Serve offers flexibility to inductees with a range of engaging learning solutions from virtual sessions to on-the-job activities.

Professional development

Specsavers' Professional Advancement Conferences (PAC) have been delivering world-class clinical education and professional development to optical practitioners for the past 27 years, and to audiology clinicians since 2011.

As one of the UK's largest multi-category clinical conferences, our PACs have attracted industry-renowned expert speakers from across the world and have continued to innovate with the introduction of practical workshops, exhibition spaces and large-scale peer discussion sessions, delivering tens of thousands of CET (continuing education and training) points and CPD (continuing professional development) opportunities.

In 2021, we delivered a hugely successful series of web-based events, having moved online in 2020 due to the pandemic. Around 2,000 optics delegates in the UK attended our PAC, with peer discussion sessions covering topics from cataracts to contact lenses, resulting in the provision of more than 12,000 CET points.

In Northern Europe, 2,200 industry professionals attended virtual talks, panel discussions and masterclasses delivered by 32 speakers from six different countries, a formula we continue to use in Australia and New Zealand, where our clinical conferences were virtually attended by 1,300 delegates.

Feedback from delegates across all regions was positive, including many clinicians external to Specsavers seeing our PAC events as a hallmark for quality professional development, valuing the opportunity for in-depth clinical discussion with other experts.

“
‘I’m not a Specsavers employee but welcomed the opportunity to join the PAC events and gain a valuable insight as well as get my CET points.’

PAC attendee

At the start of 2022 the UK’s General Optical Council replaced CET with a new CPD scheme. Our Professional Development team worked tirelessly to make this transition as smooth as possible and launched a helpful new CPD online dashboard.

The tenth UK PAC for audiology practitioners was by far the biggest yet, with more than 700 delegates. February 2022 also saw the introduction of short, monthly webinars hosted by a variety of industry professionals in response to requests for more regular, bite-sized CPD opportunities.

Viewpoint, our online learning platform for optometrists in Northern Europe, generated 2,800 subscribers last year. It also serves as a community, where members can access various events and an ever-growing library of practical knowledge created in collaboration with industry experts.

Learning from the success of our Clinical Performance Consultants in Australia and New Zealand, we introduced a team of Clinical Engagement Managers (CEMs) into the UK and Republic of Ireland. CEMs directly support partners by applying their wide range of professional experience to help our clinical colleagues with their development. Through coaching, sharing best practice, and the adoption of new clinical processes, our clinicians and CEMs work together build fulfilling careers alongside delivering even better health outcomes for our customers.

Working with the Karolinska Institute in Stockholm, we created materials to further develop the role of clinical assistant in support of our aim to recruit 100 clinical assistants a year into our Swedish stores over the next three years.

We continue to be the largest clinical placement provider across Australia and

New Zealand, welcoming more students into our stores than any other company. Having representatives on advisory groups also means we can provide opportunities to maintain close relationships between universities, employers, and professional bodies, strengthening the interface between academic study and optometric practice.

To help mitigate a forecasted shortage of graduate optometrists in Australia, we forged new partnerships with optometry schools. Specsavers supported the development of a new Doctor of Optometry degree at the University of Western Australia which offered placements to 55 domestic

and five international students in 2021, as well as a Bachelor of Vision Science degree at the University of Canberra, that will welcome its first cohort mid-2022.

We recruited record numbers of graduate optometrists, pre-reg optometrists and trainee audiologists into our stores across every region, with more than 750 joining one of our exciting development or graduate programmes.

We also began a clinical leadership programme in the UK aimed at developing our optometrists with five or more years’ experience to become our future clinical leaders.

Panel discussion filming for our 2021 Clinical Conference in Northern Europe.



Sustainably making a difference

As a privately-owned, partnership business, we have a unique perspective focused on a long-term duty to make a genuine difference to those in our communities.



A home visit as part of our domiciliary service.

Making this difference starts with us, supporting our colleagues, partners, and suppliers to change lives in a sustainable way.

Over the past 12 months, we have reviewed our sustainability approach, acknowledging how much our business, and therefore our impact

on the world around us, has grown since we began almost 40 years ago.

We are challenging ourselves to further improve the role we play in the lives of the people we work with, the communities we serve and the planet we all share. We have set ourselves some strong targets in these key areas to ensure we are making a meaningful difference today, and for the future.

We recognise the passion and enthusiasm that our people around the world have in this area, meaning our plans and related activity are very much a collective effort. To help us deliver our sustainability targets, we appointed our CEO John Perkins as Chief Sustainability Officer, introduced dedicated roles focused on sustainability, and established governance with both global and regional sustainability committees.

Protecting our planet

Our position

We are committed to taking responsibility for the impact our business has on the planet 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 sustainability approach because 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, plastics and packaging, and waste creation are all things we need to monitor and reduce in every part of our business.

Our plans

We aim to be carbon net zero, starting with achieving climate positive status (taking out more carbon dioxide from the atmosphere than we put in) by 2035.



ReWear: our environmentally conscious range partially made from recycled, post-consumer plastic waste.



We aim to be carbon net zero, starting with achieving climate positive status by 2035.

We plan to do this by:

Reviewing our product offer and manufacturing processes – looking at the materials we use, the way they are produced, where they come from, and how they get to us. Our aim is to ensure all the plastics we use are sustainable by eliminating problematic materials or, where that is not possible, substituting or reducing their use.

Reducing our carbon emissions – those we directly control through our operations as well as those in our supply chain. During 2022/23, we will focus on better understanding our carbon baseline and where we need to make necessary changes, setting out detailed carbon targets and planning our journey towards a net zero future.

Reducing our packaging – not only on our products, but also the materials used to transit our products across the world, without compromising the quality.

Understanding the types of waste we create – identifying where we can reuse or recycle by changing how we operate and eliminating materials that typically end up in landfill.

Introducing water efficient technologies – to limit the amount of waste water we produce.

Our progress

In 2021/22, our activity included:

Making progress towards our zero waste to landfill target with 75% of our UK production waste now diverted from landfill.

Launching ReWear, our first nature-inspired range partially made from recycled, post-consumer plastic waste. With each frame containing five plastic bottles, our customers can choose a more environmentally conscious frame.

Working with our audiology supply partners to reduce our carbon footprint through more efficient quantities of hearing aid batteries, resulting in fewer shipments.

Introducing a new binaural order and fulfilment structure to reduce the use of plastic cases across our audiology products.

Completing all carbon baseline activity across our Newmedica business and appointing a Sustainability Lead to work with a new governance group on reducing carbon emissions.

Controlling energy consumption by fitting the latest LED lighting in all our new, relocated, and refurbished stores across retail, clinical, and back-office areas.

Commissioning an independent audit of packaging used within our supply chain and store operations to provide a baseline of where we are today and identify areas for improvement.

Supporting our local communities

Our position

We take our responsibilities as a global business very seriously, particularly in relation to:

- The people we employ (covered in 'Our people' section)
- The communities we support
- The financial contributions we make.

Our stores provide employment for more than 35,900 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 4,500+ people who are employed in our support offices and manufacturing and distribution sites around the world.

Colleagues from our Great Dunmow store in the UK presenting our donation to St Clare Hospice.



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.

We also want to help those in our communities who might not otherwise be able to access sight and hearing care services. This includes providing broader access, increasing awareness of prevention, and early detection support.

We are proud to generate significant tax revenues for each of the countries in which we operate. In the year ending 28 February 2022, Specsavers, its businesses, and its partners paid £334m in various taxes directly attributable to them. In total, £801m of taxes were generated and collected for the governments of the countries in which those businesses operated. Full details of our tax strategy are available on our website.

Our plans

We will:

Enhance access to care. We believe this is a right, not a privilege. By extending our optical and audiology care network through strategic partnerships, outreach services, and our growing domiciliary provision, we aim to reach even more people.



Volunteers from our stores in Norway supporting at an eye camp in Tanzania.

Improve prevention and early detection awareness. While we already offer hospital-grade scanning technologies in our stores, our next step is to raise awareness of eye and ear health challenges by better informing people about conditions such as glaucoma and macular degeneration.

Increase donations and sponsorship. We will continue to support many charities and good causes as well as giving our colleagues opportunities to help through our volunteering scheme. We will also be offering our products and services free of charge to those who need it most.

Offer more opportunities for our people to make a positive difference. Support our colleagues with finding new ways to give back to their local communities.



“Witnessing the big difference a pair of glasses can make will stay with me forever. The smile on people’s faces and the tears of joy when they received something to really improve their lives was very special to see.”

Trine Johnsen
Head of Professional Advancement
Norway

Our progress

In 2021/22, our activity included:

The UK and the Republic of Ireland

Our stores and support office colleagues raised more than £1.2 million for various charities and good causes, including £500,000 for the DEC Ukraine Humanitarian Appeal through a partnership with the British Red Cross.

During the height of the pandemic our stores donated £150,000 to British Asian Trust’s Oxygen for India appeal.

In Scotland, more than £73,000 was raised for the premature baby charity Bliss, to buy a PanoCam for the Simpson Neonatal Unit in Edinburgh.

Our colleagues and partners in the Republic of Ireland raised over €70,000 for The Hope Foundation, helping people in Kolkata, India, to receive eyecare. Specsavers has also committed to fund the education of eight students undertaking an Optometry Diploma course.

Northern Europe

Across Northern Europe, we raised more than €300,000 for various charities and good causes including Synlinjen in Sweden and The Salvation Army in the Netherlands.

In Denmark, we signed an agreement with Dansk Folkehjælp, which provides emergency aid and long-term assistance to vulnerable groups, to support disadvantaged people with access to free eye tests and glasses.

We continued to support the Give Sight in Tanzania project during the pandemic when travel was restricted. Our store teams in Norway sent 1,000 pairs of sunglasses to Zanzibar which were distributed in cooperation

with local health authorities as a means of preventing cataracts. In March 2022, as restrictions were reduced, volunteers from our stores travelled to Tanzania where they conducted 1,050 eye tests and prescribed more than 1,500 pairs of glasses to people in need.

Australia and New Zealand

We donated A\$1,442,000 to various charities and good causes.

We donated A\$847,970 to The Fred Hollows Foundation including A\$175,050 from the sale of our limited-edition frame. Our funding helped to support two indigenous eye health programmes: the Outback Eye Service which provides ophthalmology services to rural and remote areas of New South Wales and the Lions Outback Vision programme in Western Australia. Together, these programmes trained 254 eyecare workers, conducted almost 337 telehealth consultations, and performed over 820 eye operations and treatments.

Through our donation of NZ\$138,751 to The Fred Hollows Foundation New Zealand, we supported the Mobile Eye Clinic in Fiji to deliver 3,110 eye health consultations, perform 251 surgeries, and dispense 1,851 pairs of glasses.

Our store teams in New Zealand conducted more than 53,500 free eye tests to children as part of our Kids Go Free programme.

We continued to support outreach programmes as 13 of our optometrists delivered virtual tutorials for postgraduate students working towards a diploma in eye health. The students travel from all over the Pacific to either Fiji or Papua New Guinea to train for a year before returning home with the knowledge and tools required to provide eyecare services for their local communities.

Canada

We donated Can\$11,000 to the Canucks for Kids Fund (CFKF), a fund established by the Vancouver ice hockey club of whom Specsavers Canada is a key sponsor. The CFKF helps charities that assist children's health and wellness, fosters the development of grassroots hockey, and facilitates and encourages education in British Columbia.

Our support office team raised Can\$1,160 for Charlford House Society for Women: a supportive treatment facility situated on the outskirts of Vancouver.

We collected toys and gifts for the Vancouver North Shore Family Services to be donated to families at Christmas.

Sourcing responsibly

Our position

Sourcing responsibly is integral to the way we operate. We work to ensure that 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 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.

We are focused on increasing transparency across our supply chain. We work with over 70 suppliers and 200 factories in 20 countries to deliver the highest standard of products to our customers. Therefore, understanding where our products are sourced and made, and the risks inherent across our operations, is an essential part of our due diligence.

Primarily our products come from globally recognised regulatory environments or factories situated in low- and medium-risk countries. We continue to monitor activity in these countries to ensure that slavery and human trafficking does not exist in our supply chain.

We have been committed to our Global Ethical Trading Policy to ensure regular, independent audits of all our major suppliers who do not operate in globally recognised regulatory environments. However, we recognise a need to continuously evolve and enhance how we manage ethical and sustainability risks in our supply chain. As such, in 2022 we launched our new Sourcing Responsibly Framework. This will make sure we are fully equipped to make positive impact on the lives of the people we work with, the communities we serve, and the planet we share.

Broadening our understanding of modern slavery risks, strengthening our due diligence processes, and increasing transparency of reporting continues to be a focus for us while also embedding knowledge and awareness of human rights across our teams.

Full details of our Modern Slavery Statement can be found on our website.



In 2022, we launched our new Sourcing Responsibly Framework. This will make sure we are fully equipped to make positive impact on the lives of the people we work with, the communities we serve, and the planet we share.

Our plans

We will remain committed to being ethical and sustainable across our business, and making a positive difference by:

Launching a new supplier code of conduct, setting out the behaviours and standards that suppliers must always demonstrate when working with us

Running communication events with our key suppliers to ensure they understand our expectations regarding sustainability

Working collaboratively with our suppliers to identify opportunities to share best practice and to drive improvements

Completing compliance renewal audits to ensure suppliers making our products meet our social and environmental standards, in addition to audits for new product suppliers

Introducing a suite of tools to help our colleagues further improve the way we manage and promote sustainability issues within our supply chain.

Our progress

In 2021/22:

We completed 66 supplier audits across our product categories. These audits ensure compliance with our social and environmental standards and adherence to regulatory requirements, enabling long-lasting improvements to be achieved.

We remained committed to acting and trading responsibly, protecting the environment and ensuring that the people who make our products are safe, healthy, and free from human right abuses.

We obtained declarations of conformity from our suppliers operating within globally recognised regulatory environments.

We reviewed our approach to managing sustainability with our suppliers and designed our new Sourcing Responsibly Framework. This is to ensure sustainability issues are identified and managed throughout our supply chain in a more comprehensive and structured way.

Looking forward

This report stands as a testament to our incredible achievements, and reading it fills me with pride.



However, this Annual Review brings to life one award that *did* capture my attention like no other: our accreditations as a Great Place to Work®. This is much more than a stamp of approval for us: it's a mission, a banner under which we march, to ensure we are not just an organisation that looks after customers, but one that supports and inspires its people to be their very best.

Our results here are impressive:

In Australia, New Zealand, and the Netherlands, it's early days so to be accredited is already a terrific achievement.

Our Danish business, Louis Nielsen, was crowned the second-best place to work in Denmark, and number one for young people.

Overall, Specsavers was named the 11th best workplace across Northern Europe.

Yet the standout achievement was reserved for our Swedish team: being recognised as the best place to work in the entire country. It's hard to find the right words to sufficiently articulate my pride here, so perhaps I should leave it to Marita Bertilson, our Country Director for Sweden:

Specsavers doesn't tend to apply for many awards. We are lucky enough to receive some, of course. But I'll be honest, the accolades and plaudits that mean the most to me are the hundreds we receive every week in our 'mailbag'.

These letters tell the stories of our customers and their brilliant experiences with us:

- How our colleagues have made them feel
- The ways our teams have improved how they see and hear the world around them
- What our people have done to change, and in some cases save, their lives.

There are no ceremonies or trophies for these honours.

'We are beyond proud of our success. We strive to foster a respectful, inclusive culture and our award is a wonderfully fitting thank-you to every single colleague whose passion and contribution has made this a reality.'

I couldn't put it better myself.

Our purpose has always been clear: to change lives through better sight and hearing. Ordinarily, we consider this through the lens of how we help customers but, for me, changing lives is much broader than this. Our purpose also means we have the privilege to make a difference to the lives of our 45,000 colleagues and partners around the world.

During recent years, our teams have faced and dealt with a lifetime of incredible challenges. I am filled with admiration for the sacrifices they have made and the ways they have put others before themselves as they cared for their communities. Thank you.

While the depths of the pandemic are hopefully over, we are all aware of the fragile and uncertain environment we continue to face. However, one thing I can say with certainty is that whatever challenges arise, within our industry and indeed the world around us, having brilliant colleagues, an engaged partnership, and ensuring we are truly a great place to work means we can deal with anything that comes our way.

Thank you to every member of the Specsavers family – I am incredibly proud and inspired to work with you each day.

John Perkins
Group CEO and Chief Sustainability Officer



Specsavers Executive Committee



Doug Perkins
Chairman
and Founder

In addition to his role as Founder and Chairman of the group, Doug is a qualified and registered optometrist for more than 50 years. As such, Doug maintains specific responsibilities for the advancement of professional standards 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 affordable to all.



Dame Mary Perkins
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 commitments.

Mary also 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
Group CEO and Chief
Sustainability Officer

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, becoming Managing Director for Australia and New Zealand in 2014. Returning to the UK in 2017 for his current role, he now has accountability for our group finance, tax and treasury, legal, supply chain, and commercial functions.

A former Finance Director at Boots UK, Paul also held Divisional Finance Director and Managing Director (Manufacturing) roles there, with operations across Europe and the Far East.



Nigel Parker
Chief Strategy
Officer

Nigel joined the Board in 2006 to provide overall leadership to Australia, New Zealand and Northern Europe, with a focus on driving growth, and sharing best practice and innovation across our regions. Since 2019, Nigel has been responsible for the development of the group's new growth strategy, alongside driving our innovation agenda.

Nigel joined Specsavers in 1997 from Essilor, the world's largest manufacturer of ophthalmic lenses, becoming Product Director and then Commercial Director.



Pauline Best
Chief People
Officer

Pauline first joined Specsavers (from Vodafone) in 2008. During her 10 years in the business, she led the delivery of our people strategy, as well as establishing the core foundations of our people structure and processes.

From 2018, Pauline spent four years working across different business including serving on the Board of Vertu and as an executive coach and HR consultant. Pauline returned to Specsavers in 2022 with global responsibility for our people agenda.



Peter Wright
Chief Marketing
Officer

Peter is responsible for the protection, representation, and development of our brand, supporting business growth while ensuring that customer experience continues to improve in an omni-channel world.

Peter joined Specsavers in 2021, following ten years at IKEA (INGKA) where he most recently held the role of Chief Marketing Officer with responsibility for marketing across 30 countries. Prior to this, he also held Marketing Director roles at Thorntons and Tesco.



Adrian Thompson
Chief Information
Officer

With responsibility for all technology across the business, Adrian sets and delivers our strategic direction in this area and leads the development of our systems in order to support the partnership.

Adrian joined Specsavers from Dyson in 2017, having held their CIO role since 2015, leading their global digital functions. Adrian has also held senior roles at brands from Gala Coral Group to Harrods.



Paul Marshall
Managing Director
UK/ROI and
Northern Europe

Paul joined in 2013 to lead the development of our UK and ROI hearing businesses, taking additional responsibility for Healthcall and Corporate Eyecare the following year. He then became Joint Managing Director for the UK and ROI in 2015, bringing optics, hearing and domiciliary together and has also led our Northern Europe region since 2021.

Before joining Specsavers, Paul was Group Managing Director at Vets4Pets for five years, following 16 years with Sainsbury's.



Paul Bott
Managing Director
Australia and New
Zealand (ANZ)

Paul joined the Specsavers Executive Committee in 2017 as Group Commercial Director, before returning to Melbourne in 2019. Paul now has overall responsibility for our ANZ operation.

Joining Specsavers in 2005 as a Commercial Manager, Paul went on to establish our Hong Kong office, prior to working on our ANZ market entry. As Commercial Director, Paul led the region's core functions, from IT to Optometry. A chartered accountant, Paul has also worked for finance brands Andersen and Deloitte.



Tom Buller
Group Finance
Director

Tom joined Specsavers in 2010 as Group Financial Controller. In 2017 he became the Group Finance Director with overall responsibility for our finance, tax, treasury and risk functions before joining the Specsavers Executive Committee in 2019.

Prior to Specsavers, Tom worked in assurance services for Ernst & Young for 10 years supporting businesses in their UK, Channel Islands and Australia practices.

We want to make a difference to people's lives, including yours.

Find out just how many opportunities we have
for an amazing and rewarding career.

join.specsavers.com



