

# Gender Pay Gap Report

2017

# About Vision Express

Vision Express is built on our brand promise: **Vision. Taken Seriously.** This means that we offer our customers the best individual optical care, the right eyewear solution and great value for money. With our engaging expertise, unrivalled product range and caring service, we want our customers to stay with us for life and we want our people to stay and grow with us too.

We believe everyone should have an equal opportunity to make the most of their talents and aim to offer all of our teams the opportunities to develop in the many diverse and rewarding career choices we offer. We provide a flexible working environment to support our teams to achieve what's important for them whilst also enabling us to meet the needs of our customers.

We strive to make sure the principles of fairness, openness and transparency inform everything we do. Career and employment decisions are based solely on talent, potential and ability to do the job. We are fully committed to supporting gender equality in the workforce; with this in mind we operate a number of flexible working and family friendly policies, career development opportunities accessible for all and a transparent and visible remuneration policy and structure.

## Key facts

> **6000** employees across the uk



**74%** of our total employees are female

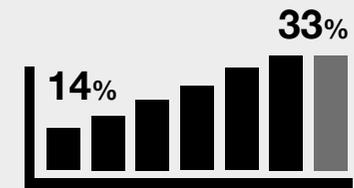
**64%** of our in store management teams are female



Over a quarter of our workforce have over 10 years' service

**43%** Females in our senior leadership team

**+** Nearly half with over 5 years' service



Our board will grow from 14% female in 2017 to 33% by May 2018

# The gender **pay gap** explained

The new Gender Pay Gap Regulations in the UK require employers with greater than 250 employees to report their gender pay gap in line with specific criteria. This report is based on data at April 2017.

The gender pay gap is different from 'equal pay'. Equal pay is the difference in pay between men and women who carry out the same or similar jobs or jobs of equal value.

## What is a gender pay gap?

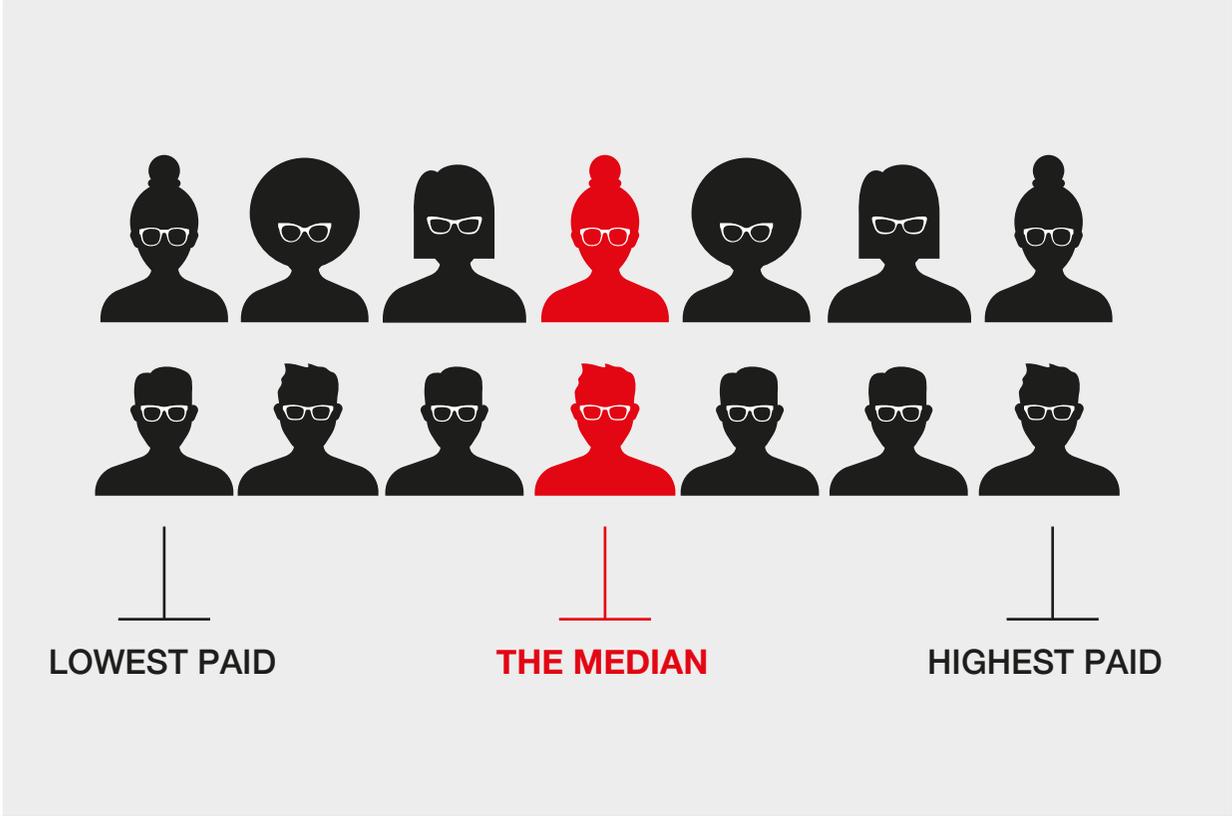
The gender pay gap represents the difference in the average hourly earnings of men and women across a business regardless of the role they do. The gap can be impacted by a number of factors, including the number of men and women in all roles throughout the company. As a result of different jobs paying different rates and the number of men and women performing those jobs being variable – a gender pay gap may exist.



# The gender **pay gap** explained

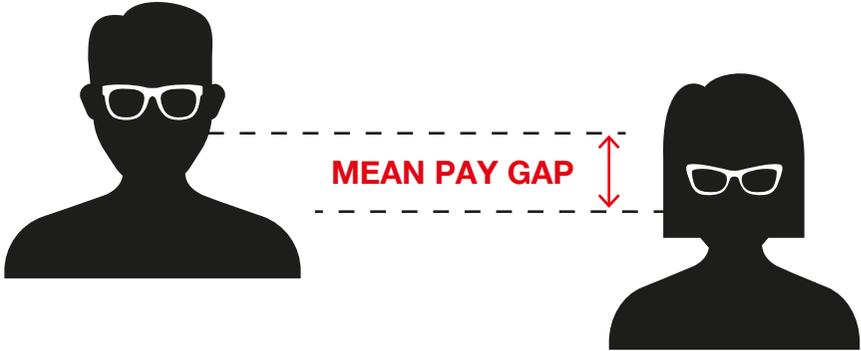
## Median gender pay gap

The median shows the middle point of the group. If all employees within the company were lined up in a female and male line, in order of pay – the median pay gap is the difference between the hourly rate of pay for the woman in the middle compared with the hourly rate of pay for the man in the middle.

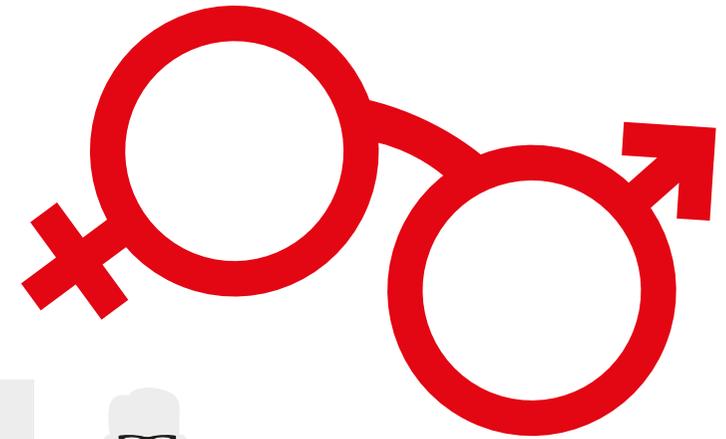


## Mean gender pay gap

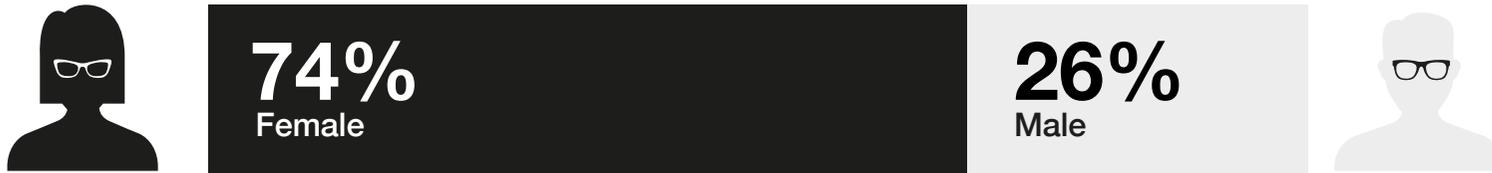
The mean gender pay gap is the difference between the average hourly rate of pay for women and men within a company.



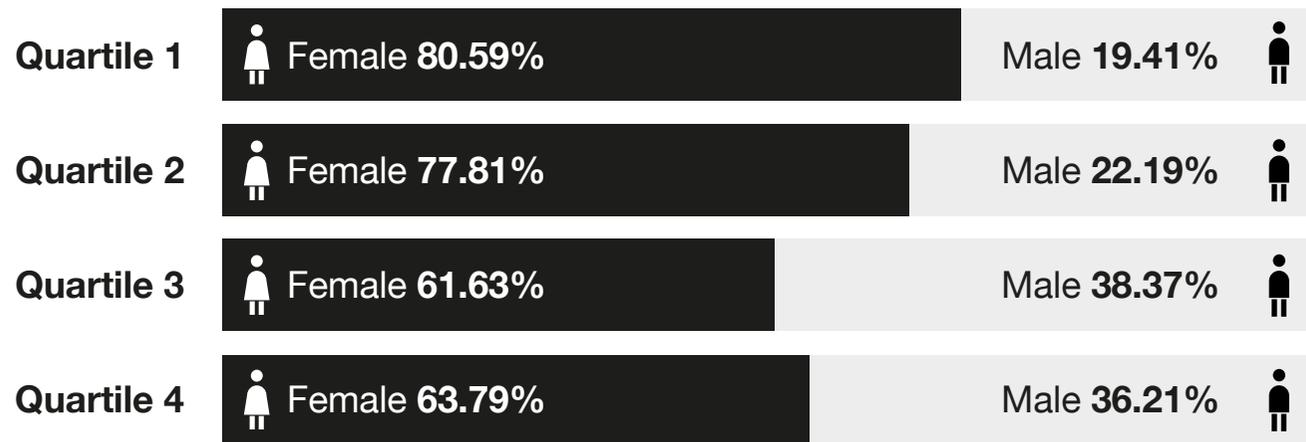
# Understanding the **pay gap** at Vision Express



## Overall gender split



## Gender split by quartile



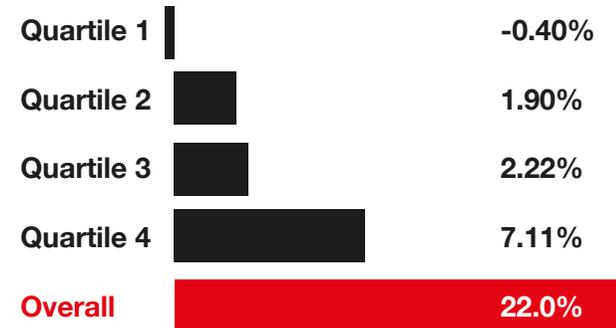
# Understanding the **pay gap** at Vision Express

At Vision Express 89% of the total employees in quartiles 1 and 2 are store based employees on fixed rates of pay linked to training level and expertise. If we were to calculate the gender pay gap for this population (Q1 & Q2) of our team there would be a median pay gap of 0% and a mean pay gap of 0.6%.

## Mean gender pay gap



## Median gender pay gap



UK national average pay gap estimated at median 18.4% and mean 17.4% at 2017\*.

**Quartile four accounts for the highest paid and/or more senior roles within Vision Express.**

**77.8%**  
of these are registered optical professionals.



Recruitment into registered optical professional roles is highly competitive and has been for many years. Pay for those roles is commensurate to the qualification and determined by several factors including experience, time qualified and the level of competition within the job market at the time of recruitment (often the supply of optical professionals is significantly less than the demand for them). The variable mix of these factors at a point in time can contribute to a gender pay gap.

**Whilst overall the percentage of females within our business is higher than males, there is a greater proportion of men than women in more senior and / or higher paid roles resulting in a gender pay gap.**

\*Source Office for National Statistics.

# Gender Gap - Bonus

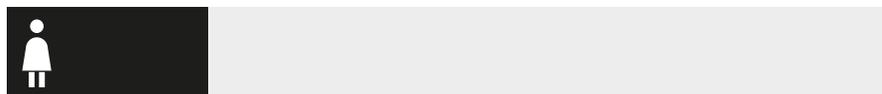
Performance related bonus schemes operate for a number of management and registered optical professional roles within our business.

Over recent years we have focused our investment into providing our teams with improved base rates of pay vs investment in variable performance related bonus.

## Median bonus pay gap

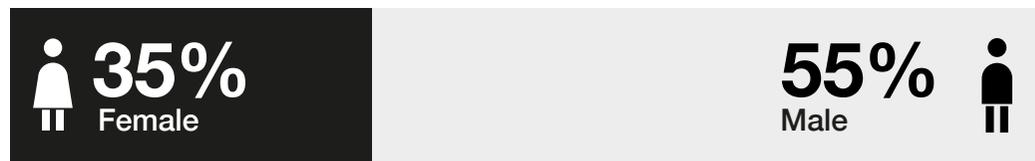


## Mean bonus pay gap



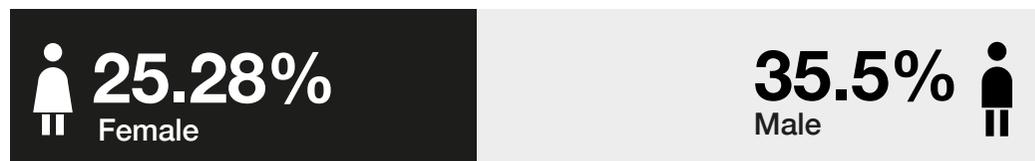
\*The 2017 bonus gap is significantly impacted by a one off LTIP payment in 2017 to senior management, if calculated excluding this the median gap is 25.01% and the mean gap is 53.25%.

## Proportion of employees eligible for a bonus scheme (based on role)



Not all roles within Vision Express are eligible to participate in a bonus scheme. For roles that are eligible to participate, bonus schemes are structured based on objective criteria linked to performance.

## Proportion of employees receiving a bonus



As our bonus schemes are performance related, not all eligible schemes resulted in bonus being paid during the reference period.

# Addressing the gender pay gap

## Awareness, training & action

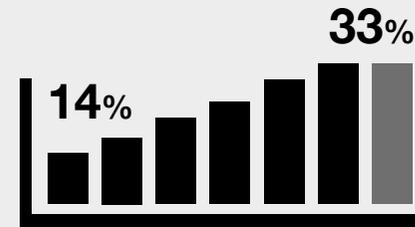
In order to further support gender pay balance we are fully committed to increasing our focus and efforts on awareness, training and action on equality and inclusion throughout our business.

Vision Express positively and proactively provides equal opportunities for all, we will continue our focus on developing new and improved ways to attract, reward, retain and develop even more female talent of the future.

### We have made our biggest ever investment into our total package value in 2018. This includes:

- Increased investment in paid annual leave up to 30 days plus bank holidays
- Increased company sickness benefit for all
- Over 11% investment into our store based retail salaries
- Doubling the pay review pot for all other roles vs the last 5 years; prioritising investment where needed alongside recognising the value we place on our teams

## Our progress so far



Our board will grow from 14% female in 2017 to 33% by May 2018



 **74%** of our 'gold' (highest trained) optical retail assistants are female



of our 2017 graduate pre-registration Optometrists on programme are female



of our 2017 developing new managers on our 'rising stars' programme are female

'Good' Ofsted rating for our employer embedded Apprenticeship programme - **76%** of our apprentices on programme are female with many going on to further develop their careers with us

**Continued investment** in career sponsorship for employees to gain a registered optical qualification as a Dispensing Optician. **75%** of those on the programme are female

All of which supports future opportunities for further advancement and growth of women at Vision Express

# Future Actions

## Vision Express in focus

### Policy & Employment Practice

- Continued development of our employment practices and organisation design to support achievement of an even greater flexible and accessible working environment
- Review and update of our reward model including grading structures to meet the continuing and growing needs of our company
- Continue to build on our established Family Friendly and Flexible Working policies which include; Enhanced Maternity, Paternity and Adoption Leave, Career Breaks and Lifestyle Leave

### Training & Communication

- Increased employee involvement and two way communication and feedback mechanisms
- Re-train and equip our managers and teams to own and drive inclusion, making it truly part of who we are and what we do. Develop awareness of unconscious bias through training at all levels of our business by end of 2018
- Grow and enhance our Apprenticeship programme to support the attraction, development and growth of future talent

### Insight & Governance

- Further enhanced monitoring, controls, insight and governance on equality and inclusion including remuneration, recruitment and promotion decisions
- Regular Board review and involvement in progress and actions

This statement was approved by the Vision Express (UK) Limited CEO and Human Resources Director. The information reported is accurate and meets the requirements of the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.



**Jonathan Lawson**  
CEO



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**vision *express***

**VISION.TAKEN SERIOUSLY.**

