

ESSILOR

SEEING THE WORLD BETTER



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# SEE CHANGE

OUR CONTRIBUTION TO SUSTAINABLE DEVELOPMENT



# 2.5

# BILLION

PEOPLE IN THE WORLD  
SUFFER UNNECESSARILY  
FROM POOR VISION AND  
ITS CONSEQUENCES

# WE NEED TO SEE CHANGE



## CONTENTS

Overview	01
Awareness	14
Empowerment	22
Outreach	30
Strong foundations	36



Impaired vision is the most common disability in the world, yet its impact on society is largely unrecognized. One-third of the global population is prevented from accessing vision care because of where they live, what they believe or what they can afford. Many do not even realize they are disadvantaged.



Seeing well improves everything – from being able to read and doing well in school to employability and personal well-being. Bridging the gap requires different thinking and fresh approaches. As a world leader and pioneer in the vision care industry, Essilor is creating new pathways to shared value through partnership, inclusive business and strategic giving.



Join the conversation around  
visual health for all at  
[www.essilorseechange.com](http://www.essilorseechange.com)

Find out how Essilor's corporate  
sustainability strategy drives and  
supports the Group's mission to  
improve lives by improving sight at  
[www.essilor.com](http://www.essilor.com)



# 165 YEARS OF PUTTING VISION ON THE MAP

“

THROUGHOUT ITS HISTORY, ESSILOR HAS BEEN DRIVEN BY A SINGLE MISSION: **IMPROVING LIVES BY IMPROVING SIGHT.**

”



## FROM 19TH CENTURY TO 1972: THE ROOTS OF A WORLD LEADER IN OPTICS

Essilor was created from the 1972 merger between cooperative-inspired Essel and the entrepreneurial Silor, with **two landmark innovations** to exploit: the introduction of the plastic lens – a safer, lighter and stronger material – and the invention of the progressive lens.



## 1970s-2010: TRANSFORMATION

Following listing on the Paris Stock Exchange in 1975, the next four decades see Essilor expand its production and distribution networks **across five continents** and accelerate its technological innovations to benefit consumers and facilitate the work of eye care professionals.



## 2010-2020: NEW CHANNELS FOR NEW CONSUMERS

Essilor continues to invest in product and service innovation – building expertise in **sunwear**, harnessing the **Internet** to educate consumers on eye health, and forming strategic partnerships in **fast-growing markets** to give the Group the local knowledge and global strength to reach the 4.5 billion people across the world in need of visual correction.



## 2013: CREATION OF THE CORPORATE MISSION DIVISION

Essilor creates a global division tasked with addressing the growing challenge of uncorrected poor vision and creating new consumers.

## 2015: CREATION OF VISION FOR LIFE™

Essilor commits €30 million to create the largest corporate strategic giving program dedicated to eliminating poor vision by accelerating the development of sustainable primary care infrastructure. The Vision For Life™ program is administered by two nonprofit entities in the USA and in France.



# SERVING INDIVIDUAL NEEDS ON A MASS SCALE



**1 MILLION+**  
**LENSES DELIVERED DAILY**

Processing and guaranteeing traceability of almost 500 million lenses each year



**350,000+**  
**EYE CARE PROFESSIONALS IN**  
**100+ COUNTRIES**

Distributing unique lenses through a global network of eye care customers

**1 BILLION**  
**PEOPLE**  
**IN THE WORLD**  
**WEARING OUR VISION CARE PRODUCTS**



**33**  
**PLANTS**

Manufacturing of finished and semi-finished lenses, in addition to photochromic and sun lenses



**500+**  
**PRESCRIPTION LABORATORIES AND DISTRIBUTION CENTERS**

Custom finishing of each pair of lenses: up to 60 different steps including value-added coating treatments (anti-glare, anti-scratch, anti-UV, etc.)

## Essilor is recognized for the shared value it creates.

A long-term signatory of the UN Global Compact, Essilor is the only company in its industry to be part of five major social responsibility indexes. The Group has been listed for three consecutive years in the Global 100 Most Sustainable Corporations in the World.





**HUBERT SAGNIÈRES  
SHARES HIS VIEW ON THE  
STATE OF VISUAL HEALTH**

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TODAY, A NUMBER OF  
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ON EARTH FROM THE  
BENEFITS OF THE BASIC  
VISUAL CORRECTION  
THEY NEED.

”

**HUBERT SAGNIÈRES**  
CHAIRMAN AND CHIEF  
EXECUTIVE OFFICER

**All our actions in Essilor are guided by a single truth: vision matters. It matters for everyone, everywhere because good vision benefits people throughout their lives. This belief drives our sense of responsibility to bring better sight to people in all corners of the world.**

Our mission is at the heart of a unique and sustainable business model that over the years has clearly demonstrated its capacity to create shared value for all our stakeholders, whether they are the 58,000 Essilor employees – of whom one in five is an Essilor shareholder – or the 350,000 local

opticians we serve each day or the 1 billion individuals wearing a pair of Essilor lenses at any given moment.

We are proud of what we have achieved so far, but there is so much more to do. Today, a number of barriers prevent one-third of people on earth from the benefits of the basic visual correction they need. Accessibility and affordability are key challenges, but so too is making people aware that they need vision correction or that there are simple solutions that can help them. And this problem, which particularly

impacts developing countries, will only get bigger as populations grow.

It is by inventing and offering innovative solutions – from products and equipment to training and distribution in new business models – that we will help reverse the global trend of poor vision and, as a company, continue to create shared value. That's how we put sustainability at the heart of our development and action – to meet the vision needs of people today and the social and economic prosperity of the world tomorrow.

# ADDRESSING A GLOBAL ISSUE...

SEEING IS SUCH A BIG PART OF EVERYDAY LIFE THAT IT REQUIRES ABOUT HALF OF THE BRAIN TO GET INVOLVED. 80% OF THE INFORMATION WE RECEIVE IS PROCESSED THROUGH THE TWO MILLION WORKING PARTS IN OUR EYES.

## THE CHALLENGE



# 7.2BN

PEOPLE IN THE WORLD

# 4.5BN\*

PEOPLE NEED VISION CORRECTION



# 2.5BN\*

PEOPLE HAVE UNCORRECTED VISION

# 2.2BN\*

OF THOSE LIVE IN DEVELOPING COUNTRIES







**THOMAS PELLERIN**  
IFC, A MEMBER OF  
THE WORLD BANK

Health impacts the ability of people to study, work, care for their families, and ultimately contribute to the economy. Access to quality healthcare promotes development and poverty reduction, so governments in developing countries, where demand for healthcare is growing rapidly, are increasingly relying

on the private sector to help build capacity and scale up affordable health services for their citizens.

We value Essilor's commitment to delivering development impact for local populations and promoting sustainable practices in business operations. IFC's partnership with Essilor is a clear example of how the private sector can be leveraged to effectively develop inclusive business models. Our experience in emerging markets, dating back to 1956, testifies that the private

sector has a key role to play in bringing goods, services and job opportunities to individuals at the 'base of the pyramid' in emerging economies.

**Thomas Pellerin is Senior Investment Officer with IFC, a member of the World Bank, and the largest global development institution working with private enterprises to help eliminate extreme poverty and boost shared prosperity.**



See the full interview at  
[www.essilorseechange.com](http://www.essilorseechange.com)

## THE CONSEQUENCES



# \$272BN\*\*

LOSS OF GLOBAL PRODUCTIVITY

ASIA-PACIFIC	\$158BN
AMERICAS	\$57BN
EUROPE	\$50BN
AFRICA & MIDDLE EAST	\$7BN

## THE OPPORTUNITY

# 80%<sup>+</sup>

OF VISUAL IMPAIRMENT IS  
PREVENTABLE AND TREATABLE



how we are addressing this global challenge and realising the opportunity →

\*\*Smith et al: Potential lost productivity resulting from the global burden of uncorrected refractive error – Bulletin of World Health Organization 2009, 87: 431-437 (adjusted to 2015 population data).

\*World Health Organization

# CHANGING



## JAYANTH BHUVARAGHAN TALKS ABOUT CHANGING THE FUTURE

Over the past 40 years, Essilor has focused on building a sustainable business worldwide. The foundations of our success lie in sound economic health that has helped us finance the development of new markets and a creative approach to new products and services. Furthermore, we are recognized for the ways in which we responsibly use resources to manufacture products with a low environmental impact. This ensures the same quality of products and services to individuals across the world, whether someone is buying personalized progressive lenses in the US or a simple pair of reading glasses in the Philippines.

Now, through our corporate mission division, we are leveraging our expertise, geographic reach and innovative ideas to tackle the growing worldwide challenge of uncorrected

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”

# NGE

**JAYANTH BHUVARAGHAN**  
CHIEF CORPORATE  
MISSION OFFICER

vision and to ensure that corporate and social responsibility continues to drive our long-term development.

Whilst it's true that everyone in the Group helps deliver this mission, we have now structured our organization to strengthen our focus. The corporate mission is anchored in the governance of the Group, with a CSR Committee that oversees the growth, scope and ambition of our initiatives. We also have dedicated teams in our key markets around the world exploring how we can best reach the 2.5 billion people who don't yet have their vision corrected. All our efforts are channeled into three main areas: raising awareness, empowerment and outreach.

Raising awareness and advocacy are fundamental – to ensure that healthy vision has the attention it deserves, and that people understand the social and economic benefits of correcting vision.

Empowering individuals to become changemakers in their own communities is our second line of action. We are currently deploying different inclusive business approaches in countries like India, China and Brazil where there is both significant need for affordable vision care and a drastic shortage of primary eye care providers. Lastly, we have a range of philanthropic initiatives that reach out to the most underprivileged across the world.



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WHEN MORE THAN  
2.5 BILLION PEOPLE  
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OF THIS GLOBAL  
CHALLENGE NEEDS A  
COLLECTIVE SOLUTION  
”



500,000

First-time wearers equipped since launch of Corporate Mission division in 2013

1Million+

Our ambition for number of first-time wearers created in 2015



## THINKING DIFFERENTLY

The majority of people suffer from poor vision because they can't afford or access it in the rural communities or urban areas where they live. If we are truly to democratize vision care in developing countries, we need to think differently. Reaching individuals with low incomes, sometimes referred to as 'base of the pyramid' (BoP) consumers, requires a completely new approach to product development, pricing and distribution. And innovation is clearly the key.

In Singapore, Essilor has created its own **BoP Innovation Lab** to support the Group's initiatives to bring the right solutions to underserved populations. It evaluates and advises on business models, acting also as an incubator to scale up sustainable projects through building relationships with social enterprises, foundations and development funds. This BoP Innovation Lab, supported by the Singapore Economic Development Board, will be an important resource to ensure we succeed in deploying viable and inclusive businesses that create infrastructure and jobs while providing innovative vision care solutions where they don't currently exist.

We have a big ambition to bring change. So to step up efforts worldwide, in February 2015, Essilor launched a new global strategic-giving program called **Vision For Life™**. Backed by a €30 million commitment, it aims to accelerate initiatives targeting poor vision such as raising awareness, building capacity and creating basic vision care infrastructure. Vision For Life™ will bring new impetus by funding community vision care projects proposed by nonprofit organizations - from primary eye care skills development to community education.

These transversal initiatives demonstrate Essilor's commitment to fund, monitor and measure the impact of projects that can be scaled-up for the benefit of millions of people.

## PARTNERING FOR CHANGE

When more than 2.5 billion people don't have the vision correction they need, it's clear that the scale of this global challenge needs a collective solution. Essilor has a successful track record in ophthalmic optics, product innovation and a broad international presence, but we have much to learn from working more closely with local organizations. That's why we're already developing new **cross-sector partnerships** with NGOs, social entrepreneurs and national governments to gain better understanding of local needs and barriers, as well as creating the framework for projects that will be sustainable over the long term.

Partnership is very much the Essilor way. Our Group is multi-local, built on a successful network of partners across the world that has enabled us to develop the right solutions for the specific circumstances of each market.

For the challenges ahead, collaboration that pools experience, expertise, cultural diversity and new ideas will make the difference. It's through bringing policy makers together with service providers from public, private and non-governmental sectors that we will create the products, services and delivery mechanisms to make vision care accessible to all.





**17M**

Total population of Malawi

**90%**

live in rural areas, and 55% are estimated to live below the poverty line

**13**

Optometrists available in the public sector to serve entire population

**Essilor is helping to transform the state of eye health in Malawi through a pioneering public-private-partnership.**

Essilor and the Brien Holden Vision Institute have joined forces with the Malawi Ministry of Health to improve access to affordable eye care for the Malawian population. 52 vision centers will be established at government hospitals over the next four years with the goal of providing vision care to more than 200,000 people. The program's first vision center opened near Lilongwe in March 2015.



**MICHAEL MASIKA**  
MALAWI MINISTRY  
OF HEALTH

**We have major barriers to overcome in Malawi. Experienced partners are essential to support capacity-building – transferring knowledge through training staff and equipping facilities to deliver eye care to indigenous populations.**

The program with the Brien Holden Vision Institute and Essilor will help us build something for the long term. It will create a vision care infrastructure to reduce vision impairment and expand our reach. Vision centers will be managed by local communities so they are empowered to prioritize the provision of eye care services in their local areas through the correction of refractive errors. This will be done by establishing optical labs that will reduce the cost and improve the supply of glasses which are only available in cities as of now.

**Michael Masika is Assistant Director of Clinical Services (Ophthalmology), Malawi Ministry of Health**

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SEE

ONE  
IN  
FOUR



CHILDREN  
EXPERIENCE LEARNING  
DIFFICULTIES DUE TO  
UNCORRECTED VISION



## CHANGE

**Raising awareness of visual health is helping to open opportunities for all those who suffer with uncorrected vision.**

“ I wasn't able to go out by myself or read the signs to get on the bus; at school I would note down from the blackboard what I thought the teacher was writing. When they gave me my glasses I was able to see for the first time. I can see at school, study and learn and I am no longer dependent on anyone. These glasses are not just to see things better – they have literally changed my life.”

**ANGIE KATHERIN RODRIGUEZ**  
COLOMBIA



**THESE GLASSES ARE NOT  
JUST TO SEE THINGS BETTER –  
THEY HAVE LITERALLY  
CHANGED MY LIFE.**



## RAISING AWARENESS OF VISUAL HEALTH

# SEEING IS BELIEVING

“

OUR MESSAGE IS SIMPLE: FOR PEOPLE WITH POOR VISION, A PAIR OF EYEGLASSES PROVIDES A SIMPLE AND COST-EFFECTIVE SOLUTION THAT COULD BRING A SIGNIFICANT SOCIAL AND ECONOMIC BENEFIT ON A WORLDWIDE SCALE.

”

**The primary reason so many people still lack vision correction is that they're not yet aware they have a problem. They may never have had an eye test or even experienced what it is like to see properly.**

The real social and economic impact of visual impairment is hard to quantify, even if individuals, families, communities and economies all suffer. We are working at a local, national and international level to raise awareness of the need for healthy vision. Our message is simple: for people with poor vision, a pair of eyeglasses provides a simple and cost-effective solution that could bring a significant social and economic benefit on a worldwide scale.

The **Vision Impact Institute™ (Vii)**, created by Essilor in 2012 as a nonprofit association, works to spotlight the importance of healthy vision and the quality of life benefits of visual correction. Its mission is to be a curator and communicator of pertinent scientific data and to work with vision advocacy groups to drive policy change.

In Europe, Vii has added its voice to the **European Coalition for Vision**, a network of nonprofit eye disability organizations and optical industry players launching a manifesto to get eye health on the

European political agenda. Elsewhere, Vii has joined global private-sector companies to focus on improving road safety and reducing deaths and injuries from road traffic collisions. The Institute is driven by five independent advisory board members, with a clear focus on accelerating the systematic review of new studies and actively engaging a larger audience.

Linking visual health to educational achievement, workforce productivity and economic growth makes it easier to convince governments to invest in community programs. Field studies in rural India and China have helped gather some statistical evidence on this. Essilor supported a project with Stanford University's **Rural Education Action Program** in Northwest China to measure learning improvements of schoolchildren equipped with glasses. It has resulted in a trial project for a community vision care center, proving that local governments can see the benefits in raising awareness and providing basic eye care services at a grass roots level.



**Find 100+ studies on the impact of poor vision at**  
[www.visionimpactinstitute.org](http://www.visionimpactinstitute.org)



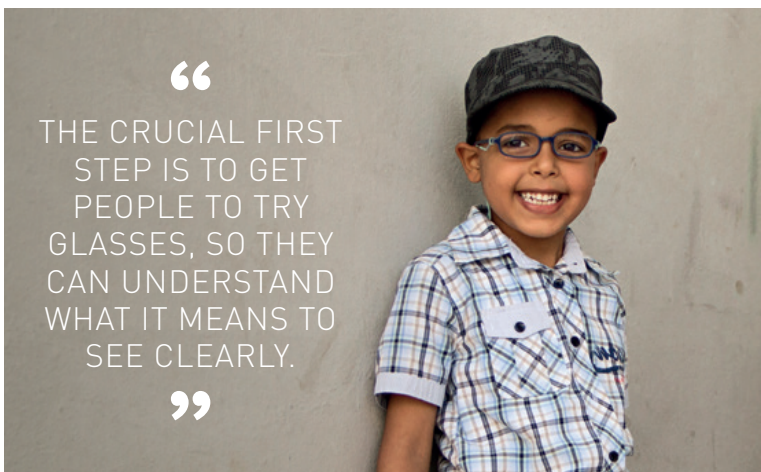


**DR JORDAN KASSALOW**  
VISIONSPRING

**Building awareness starts with helping people know that there is something they can do to restore their vision.**

The crucial first step is to get people to try glasses, so they can understand what it means to see clearly and to discover the value that this can bring them – better performance at school, improved work productivity, better quality of life. For many low-income workers with near vision needs, being able to see means they can work.

Our job is to overcome fear or ignorance to persuade people that investing in a pair of glasses will help them regain their sight, and dramatically impact their lives, for example by increasing their earning potential.



Awareness is about changing beliefs and behavior on an individual level and influencing government thinking and action on a national and international level.

**Jordan Kassalow is the founder of VisionSpring, a social enterprise that delivers affordable, high-quality eyeglasses in the developing world through a partnership model that works with micro-finance institutions, NGOs, for-profit businesses, and social enterprises.**



**“ WE NEED TO UNDERSTAND THE FACTORS THAT KEEP PEOPLE WITH VISION DIFFICULTIES IN POVERTY AND VICE VERSA. ”**



**PROFESSOR KOVIN NAIDOO**  
BRIEN HOLDEN  
VISION INSTITUTE

**Vision impairment is a leading cause of disability that can prevent people accessing education and employment, in turn forcing them into poverty.**

Yet there is little data on the relationship between vision impairment and poverty. A recent research program in South Africa, part of the government's War on Poverty review, has been exploring the prevalence of vision difficulties in disadvantaged regions and socio-economic status.

We need to understand the factors that keep people with vision difficulties in poverty and vice versa because service delivery solutions alone will not address the problem.

The data we can gain on the link between vision impairment and poverty, and how it affects a person's ability to learn, earn a living or care for family, will become a strong advocacy tool to make eye health a broader development issue. It will enable us to engage with international agencies and national governments, for example to address the gender imbalance in the provision of eye care services in African countries.

**Kovin Naidoo is the Africa Chair of the International Agency for the Prevention of Blindness, Deputy Chief Executive Officer of the Brien Holden Vision Institute, Associate Professor of Optometry in the University of Kwazulu Natal and Advisory Board Member of the Vision Impact Institute.**

# ACCESS ALL (RURAL) AREAS

**Awareness and access to vision care services are inextricably linked. If we are to succeed in educating people to take care of their visual health, we also have to provide solutions at the point of need. Reaching people in isolated or rural environments has thus long been a challenge for health and vision care providers.**

Thanks to the pioneering work of a dedicated **rural marketing** division in India since 2006, Essilor has been able to fine-tune an inclusive business model for serving hard-to-reach communities. The solution: collaborating with local Eye Hospitals to run mobile refraction vans that travel to remote areas educating villagers about vision care. The vans are equipped with optical instruments and lens-edging equipment to assess vision correction needs and ensure patients leave with a pair of glasses. It's a holistic approach that both raises awareness and brings the solution to people's doorstep.

Another type of van is being used to spread awareness in Western Uttar Pradesh: the **Anmol Aankhein (Precious Eyes) roadshow** travels to villages where Eye Mitra Opticians (see page 23) have set up business to engage villagers around the importance of good vision. The van covers 4-5 locations in a day, attracting an average of 150 villagers at each stop. The pilot 30-day campaign covered approximately 100 small villages, sharing the importance of healthy vision with more than 40,000 people. Since March 2015, Anmol Aankhein has taken to the road on a full-time basis.



**Essilor has 13 specially equipped mobile refraction vans operating with partners across under-served regions in India. The experience is helping the development of similar programs for rural communities in China.**



## 4,000

Rural villages visited over past nine years

## 500,000

People educated about vision health

## 130,000

Eyeglasses dispensed



**DR. S. ARAVIND**  
ARAVIND SRINIVASAN  
EYE HOSPITAL

**Accessibility is the main challenge we have, to ensure that we provide vision care to people in Tamil Nadu close to where they live, work or study.**

We started the mobile refraction van service with Essilor in a remote location in the north of India. Managing the human and technical resources, including the vehicle and equipment, has been an issue, but the community there has embraced the project. We now have three vans that are helping us to give last-mile connectivity in the community. Learning from our experiences, we also now use the vans for workplace camps and school screening programs to address the challenge of vision care awareness.

**Dr. S. Aravind is the Administrator of the Aravind Eye Hospital, Madurai, and Director of Projects, Aravind Eye Care System.**



## GLOBAL ENGAGEMENT

OUR RESPONSIBILITY IS TO TAKE THE MESSAGE ABOUT VISION HEALTH FAR AND WIDE. ESSILOR'S 58,000 EMPLOYEES ACROSS THE WORLD ARE HELPING US TO ACHIEVE THAT.



## PORTUGAL

A week-long campaign in Lisbon's metro system to help the half million Portuguese travelling public find out more about different vision problems and get their eyes tested.



## POLAND

On World Sight Day 2014, Essilor mobilized to influence vision health attitudes with a highly visible campaign and screening in the central railway station in Warsaw.





## USA

Think About Your Eyes campaigns to educate consumers on the benefits of vision health have increased the number of eye exams. The result: an additional 5.2 million eye exams and the discovery of more than 525,000 previously undiagnosed eye diseases.



## PHILIPPINES

On World Sight Day 2014, Essilor volunteers took to the streets of four cities to spread the message about vision health, sharing on social media the pictures and stories of people they met.



## UK

A consumer awareness campaign linked to safety on the roads organized with opticians to encourage drivers to have a full eye examination at least once every two years.

## CROATIA

A month-long operation to raise awareness among drivers through information and eye screening in petrol stations across the country, backed by a radio advertising campaign.



## SINGAPORE

Accelerating impact: a unique program to screen taxi drivers and train 18,000 of them to be eye care ambassadors to spread awareness.





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SEE

THIRTY  
THREE  
PERCENT



OF THE WORLD'S WORKING  
POPULATION HAS UNCORRECTED  
VISION PROBLEMS WHICH  
AFFECT PRODUCTIVITY

## CHANGE

**Empowering local entrepreneurs to become basic vision care providers empowers people in their community to live a better quality of life.**

“ I am a tailor by profession. My eyes are very important as they are my livelihood. I have been finding it harder to work, straining my eyes to sew. But I didn't want to travel 30km to find glasses. When Niyaz set up his Eye Mitra store in my street, I immediately went for an eye test and bought a pair of glasses. It's made a huge difference to my daily job – I can now do my work more easily and without getting a headache.”

**BRAHAM**  
INDIA



**MY EYES ARE MY LIVELIHOOD.  
MY GLASSES MAKE A HUGE  
DIFFERENCE TO MY DAILY JOB.**



EMPOWERING INDIVIDUALS AND COMMUNITIES

# SUPPORT LIVES, SUSTAIN SIGHT

“

BY INVOLVING LOCAL COMMUNITIES IN THE PROVISION OF VISION CARE, WE CREATE SUSTAINABLE PROGRAMS THAT HAVE A BETTER CHANCE OF IMPROVING LIVES, PROMOTING PROSPERITY AND CONTINUING INTO THE FUTURE.

”

**We aim to empower individuals and their communities by providing access to affordable vision care. Driving this are programs that develop knowledge and skills, build infrastructure where eye care can be delivered and create local jobs.**

Good vision is a force for change – transforming lives and economic futures. The challenge is to find sustainable business models that will continue to support communities as they develop and their vision needs evolve. At Essilor we have teams in key geographic locations across Asia, Latin America and Africa helping us explore different approaches. Forming our **2.5 New Vision Generation™** (NVG) inclusive business division, their aim is to create the vision care enablers of tomorrow and a world of new wearers who enjoy better vision.

2.5 NVG focuses on the customers at the base of the pyramid (BoP). That requires looking afresh at all types of products – from lenses to screening equipment to mechanisms that deliver vision care to low-income consumers. That means being inventive and finding ways of doing more with less.

One of Essilor's responses has been to create a **Ready to Clip™** solution offering a range of symmetrical lenses (identical left and right lenses) that can be immediately fitted to a choice of attractive frames. It enables on-the-spot dispensing which is proving a key success factor in tackling vision correction in hard-to-reach communities.

Knowledge transfer is also key: our 2.5 NVG teams have developed several training modules that range from one day, to acquire basic near vision screening skills, to eight months for certification in vocational training, including six months on the job experience and a specific focus on the commercial skills required to set up and run a successful local business. Experience in the field helps us learn and improve our approach. Already we've expanded our 2.5 NVG operations from 8 to 24 countries since 2013.





## MS SHEELU GUPTA EYE MITRA

**I always had an aspiration to support my family in earning our livelihood.**

My husband has a small retail store but it was necessary for both of us to work. There are few businesses that you can start with little capital. This 2.5 NVG EMO initiative for rural entrepreneurship helped me to start my business and become a successful Eye Mitra.

Initially, I wasn't sure that I could understand such a technical course. But the trainers were very good and explained how to become a vision technician through practical and theory lessons which helped me learn easily.

**Ms Sheelu Gupta has been an Eye Mitra in Uttar Pradesh since mid-2014.**



# 500M

People in India need vision correction

# 25,000

But there are only 25,000 qualified eye care professionals in the whole country

# 30KM

This means for those living in rural villages the nearest optician is often more than 30km away



**One of Essilor's flagship projects in rural vision care is Eye Mitra, meaning Friend of the Eyes in Hindi.**

The Eye Mitra Optician (EMO) program trains unemployed villagers in basic vision screening skills and spectacle dispensing, plus coaches them in entrepreneurial skills to start their own small business providing vision care in their own village.

It's a project that addresses a number of issues: bringing vision correction to those in need, creating a profession for unemployed rural youth and making glasses more affordable.

Partnerships have been set up with regional skills and development authorities to increase the program's reach. EMO has also attracted financial investment from international development agencies to scale up this service model in Asia and Africa.

There are currently 400 working Eye Mitra who have served over 50,000 people in their communities. The number of EMOs is set to grow to 1,000 by the end of 2015.



Watch the Eye Mitra video at [www.essilorseechange.com](http://www.essilorseechange.com)





## SKILLS BUILDING TO DEVELOP LOCAL VISION CARE

Our 2.5 NVG experience in India has helped identify ways to overcome the lack of eye care professionals in remote areas. Essilor has built on this in programs to empower local health workers in China.

The province of Yunnan has a population of 48 million, 50% of whom live in rural areas with no access to eye care services. Following an initial project targeting seniors with poor vision in Shanghai, Essilor has partnered with Chinese NGO, Xintu to create a **vision ambassador** program to develop access to vision care in Yunnan. Three hundred local health workers will be recruited and trained to provide vision screening and other health checks for rural populations and refer those who need a full examination to the mobile clinics of the local hospital. A second vision ambassador program is underway with the Bright Eye Hospital in Kunming, Yunnan's capital. Fifty vision ambassadors will be trained to screen people and to sell near-vision reading glasses and sunglasses to people living in the province's mountainous areas.



Essilor has also joined forces with the Djarum Foundation to train its first vision ambassadors at a vocational school in Indonesia. Medical students will provide screening and vision correction, targeting schoolteachers and local factory workers, with the aim of improving their performance in near-vision tasks.



Watch the Bright Eye Vision  
Ambassador Video at  
[www.essilorseechange.com](http://www.essilorseechange.com)



## THE SOLUTIONS WHEN AND WHERE THEY'RE NEEDED

**Essilor has been ramping up 2.5 NVG initiatives in Brazil, testing its Ready to Clip™ glasses in different business models with municipalities and local partners.**

The Group's nonprofit entity in Brazil, Instituto Ver & Viver (IIV), signed its first significant agreement in 2014 with the inclusive business branch of leading public health NGO Voluntarios do Sertao (VDS).

This organization runs mobile units that provide ophthalmic services to very poor regions where the majority of the population have no access to basic healthcare.

IIV is now developing a program with the Lions Club to create a self-sustaining service for hospitals and municipal health centers to improve access to glasses for socially disadvantaged patients. It's a model that's proving of interest to municipal and regional authorities who have a regulatory responsibility to provide ophthalmic care to their citizens.



**Watch the Voluntarios do Sertao video at [www.essilorseechange.com](http://www.essilorseechange.com)**  
**Read more about our 2.5 NVG initiatives in Brazil at [www.institutoverviver.org.br](http://www.institutoverviver.org.br)**



**DR MARCUS SAFADY**  
 BRAZILIAN SOCIETY OF  
 OPHTHALMOLOGISTS

**At public hospitals, many people have to wait for more than a year to see an ophthalmologist. 70% have a refractive error that can be corrected with glasses, while 80% of patients can't afford to buy them.**

If you diagnose a problem but can't treat it, you achieve nothing. It's critical to provide glasses when an individual has a prescription in hand.

To solve this, we teamed up with Lions Club and Instituto Ver & Viver. Through their dispensary stocking a range of high quality single vision lenses, we can ensure that patients leaving our social eye clinic have an affordable solution to get equipped with the glasses they need.

**Dr Marcus Safady is President of the Brazilian Society of Ophthalmologists and director of one of six new municipality-funded social eye clinics in Rio de Janeiro that aims to see 4,000 patients per month.**

One thousand Mexicans travelled more than three hours from the mountainous region (Sierras) to have their eyes checked at a rural campaign in the East-Central state of Puebla. 100% of people tested were found to need vision correction and almost all of them chose to buy a pair of 2.5 NVG glasses.


## AN INCLUSIVE APPROACH ON A NATIONAL SCALE

In 2014, Salud Digna, a nonprofit healthcare program operating via a network of clinics in Mexico and the US, provided medical services to more than three million people, including affordable vision care to 500,000 low-income families.

Essilor has supported this unique business model by helping Salud Digna create a new optics lab to bring quality lenses to its customers faster and at a lower cost. Salud Digna is accelerating the expansion of its services, creating around 30,000 new glasses wearers each month.

With 35 million people in Mexico still in need of visual correction, a national infrastructure backed by a reliable supply chain will ensure that more Mexicans will benefit from better vision and improve their quality of life.

Essilor's 2.5 NVG division has launched in parallel several other inclusive projects in Mexico, building on the success of a number of pilots held in the second half of 2014. These have helped attract local NGOs and authorities to support vision health programs for indigenous populations in some of the country's poorest regions.



May you be happy  
and prosperous



“  
OPTIQUE SOLIDAIRE  
IS A UNIQUE AND  
AMBITIOUS INITIATIVE  
OF THE MAIN PLAYERS  
OF THE FRENCH  
OPTICAL INDUSTRY  
WHO ARE PULLING  
TOGETHER TO EASE  
THE ACCESS  
TO AFFORDABLE  
QUALITY GLASSES.  
”

**While we primarily focus on people needing vision correction in developing countries, there are still many individuals who don't have access to it in the developed world, largely because of their economic circumstances.**

In France, Essilor is one of several optics industry contributors to the Optique Solidaire program, launched in 2012 to help elderly people with low incomes benefit from quality vision care and equipment.

It's a project that brings together ophthalmologists, opticians, health insurance providers, as well as lens and frame manufacturers, in a common goal to offer an eye examination and glasses at an affordable price to economically disadvantaged seniors. To date, 2,200 have been equipped with progressive lenses, with 85% of beneficiaries satisfied with their equipment.

In 2014, Optique Solidaire broadened its program to all adults affected by presbyopia – typically people from 45 years upwards, targeting an additional 50,000 beneficiaries.



**BENEDICTE  
FAIVRE-TAVIGNOT**  
HEC BUSINESS  
SCHOOL PARIS

**Optique Solidaire is showing that a social business model can be an efficient way of tackling poverty and a source of new ideas on how to make products or services accessible to people at risk of social exclusion in the developed world.**

Its innovation comes from a high level of industry collaboration and shows that large corporations like Essilor can be powerful agents of social change when they co-create with other organizations like NGOs.

**Benedicte Faivre Tavignot, Academic Director of the HEC Sustainable Development Specialized Master and Executive Director of the Social Business Chair.**



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SEE

# SEVEN TIMES



**MORE RISK OF FALLS OR HIP  
FRACTURES DUE TO POOR VISION**

## CHANGE

Providing effective outreach so that those most in need have access to good vision care is everyone's responsibility and has the potential to transform lives.

“Living alone means I have to do everything for myself. Now that I have my spectacles I feel safer and more secure while doing my daily chores. While this has been a life saver my spectacles have also meant that I can see better when I cut the paper decorations that I enjoy making and no longer feel so tired. It has impacted so many aspects of my life.”

**CHEN AH MEI**  
CHINA



**I SEE CLEARER AND IT  
MAKES ME FEEL SAFER**





## REACHING OUT TO THOSE IN NEED

# PROVIDING VISION FOR ALL

“

GETTING ESSILOR  
PEOPLE ACTIVELY  
INVOLVED AS  
VOLUNTEERS,  
FUNDRAISERS  
OR COMMUNITY  
AMBASSADORS HAS  
BEEN A DEFINING  
FEATURE OF EVF.

”

**Throughout our history, people in Essilor have looked for ways to give back to the communities in which they work and live. The launch of the Vision For Life™ program will now give added impetus to philanthropic programs and extend the reach of vision care projects.**

Our charitable activities include a range of actions from lens donations, vision screening, fundraising and awareness campaigns. Often they are linked to local causes and helped by strong relationships with municipal, health and voluntary organizations. All are driven by a shared goal of eliminating poor vision. This commitment across the Group has enabled Essilor to provide vision care to more than one million underprivileged people in the countries in which it operates.

Essilor launched its **Essilor Vision Foundation™** (EVF) in the USA in 2007 to provide vision services to students in need at no cost to their families. EVF programs were created after research revealed the critical relationship between uncorrected vision problems and academic under-achievement, school dropout, and delinquency. A key initiative is Kids Vision for Life™ which runs five mobile vision clinics and organizes vision festivals, health fairs

and summer programs, enabling teams to provide hundreds of glasses in one day and educate the community about the importance of vision care. Each mobile unit, a van housing exam areas and the equipment to edge and finish lenses and choose frames, typically visits schools four days per week, providing much-needed access to vision care and reducing the class time students would miss to have a complete eye examination. Getting Essilor people actively involved as volunteers, fundraisers or community ambassadors has been a defining feature of EVF in the USA since the beginning with some 2,000 **Essilor volunteers** helping out at events across the country.

During 2014, EVF expanded internationally, with foundations launched in India, Singapore and China, and initiatives in Mexico, Canada and Australia, as well as several African countries. Programs focus on local priorities, for example, in China, funding education projects to put vision care at the heart of public health policies or driving visual health campaigns in Mexico to equip schoolchildren in some of the country's poorest states.



## €30 Million

Essilor has committed €30 million to the Vision For Life™ program, launched in February 2015.



**Find out more at**  
[www.essilorvisionfoundation.org](http://www.essilorvisionfoundation.org)

**Children's Day in 2014 had a special meaning for schoolchildren in rural Doddaballapur. EVF, supported by the Sankara Eye Hospital, organized screening of over 1,500 students from local schools.**

Another joint initiative between EVF and the Aravind Eye Hospital brought vision care to remote villages in the foothills of Tamil Nadu, as well as a vision awareness event at a local government-supported employment training center for women. EVF is also working in partnership with Sightsavers, an NGO dedicated to eliminating avoidable blindness, by donating a thousand glasses each year to marginalized people in some of the most deprived areas of East Bangalore. EVF continues to support local Essilor initiatives, including the provision of special kits containing Braille equipment and other low-vision aids to enable impoverished visually impaired people to pursue an education.



**To mark the launch of EVF in Singapore, Essilor partnered with the Singapore Indian Development Association (SINDA) and Singapore Polytechnic to provide vision screening and glasses to 300 underprivileged schoolchildren.**

It created a strong relationship, enabling the Polytechnic's optometry students to gain valuable hands-on experience and an insight into different vision care needs. This triggered an overseas program linking EVF and Singapore Polytechnic with the Kaliandra Sejati Foundation in Indonesia. Following eye screenings, a total of 1,300 pairs of

glasses were given to residents of villages around Mt Arujuno in Surabaya. EVF has also supported community action further afield in Southeast Asia. Transitions Optical and Essilor Philippines worked together with the Integrated Philippine Association of Optometrists to run outreach programs in the Philippines screening 3,500 patients under the WHO Vision 2020 program and providing 1,100 pairs of prescription glasses to people in Manila, Cebu and Davao.



**Watch the EVF Singapore launch video at**  
[www.essilorseechange.com](http://www.essilorseechange.com)

# INTO AFRICA

**Of the 2.5 billion people in the world that need but lack visual correction, half a billion live in Africa. Across the continent, only one person in 10 benefits from having their vision corrected, mainly because of the scarcity of eye care professionals, particularly in sub-Saharan Africa.**

Africa is a continent of great contrasts, where the context of individual countries can vary enormously in terms of needs and vision care facilities. Building ties with partners and NGOs on the ground with the knowledge of local needs helps Essilor identify where best to target its resources – whether contributing to eye care training for optometrists in Mali, supporting the creation of eye care centers in Madagascar, or boosting the supply chain of eyeglasses in Cameroon. Essilor's experience in developing a range of products adapted to emerging markets – Ready to Clip™ prescription lenses, frames and quality reading or sunglasses – is of particular interest.



## 1 IN 10

Only one in 10 of the overall population in Africa is equipped with glasses

### TARGETING YOUNG PEOPLE

With 41% of Africa's population under the age of 15, there is a real need to increase vision care provision for young people. Many EVF programs are aimed at improving the education and life chances of children through better sight.

Essilor volunteers travelled 2,000km to run local screening and dispensing for 1,500 Tunisian children in an EVF national vision care campaign in June 2014. Volunteers, including ophthalmologists and opticians, visited villages identifying common vision problems, as well as cases of cataracts that are now being treated, and provided 500 pairs of glasses. The program was led by Essilor SIVO which has a network of labs and sales companies in 11 countries across North and West Africa.

Morocco, a country in sustained economic growth, has significant numbers of children with uncorrected vision, impacting their learning and personal development. Early in 2015, EVF launched its first vision care program targeting 4,000 children in 10 schools, of whom 30% need vision correction.





## BUILDING VISION CARE IN ETHIOPIA

With a population of 93 million people, the majority of whom live in rural areas, Ethiopia is a country that requires long-term investment.

Essilor's outreach program is supporting Vision Aid Overseas (VAO) in a major three-year program focusing on poverty alleviation in south-central Ethiopia, co-funded with a Global Poverty Action Fund grant from the UK government. The aim: to bring vision care to 90,000 people in rural districts, with a focus on women and children – individuals who often miss out on local health initiatives. Through the program, VAO will increase the number of optometrists and healthcare professionals providing eye care in the region, while establishing a school education initiative to provide children with sight tests and teach them about the benefits of good eye care from an early age.



**PROFESSOR REDDA  
TEKLE HAIMANOT**  
GRARBET TEHADISO  
MAHBER

**There are over five million people living in Ethiopia suffering from vision impairment that could be treated with a pair of glasses or a simple operation.**

This program will bring additional eye care professionals to help us develop eye care at a grassroots level – to show people that there is something they can do to regain their sight.

We hope that getting Essilor and its outreach teams involved in developing the optometry service and optical workshops will help us generate revenues to sustain the project beyond the initial three years and serve as a model to be replicated elsewhere.





## FROM YOUNG TO OLD – WIDENING ACCESS TO CARE

Visual impairment particularly affects society's most disadvantaged. People who are excluded for social, financial or other reasons, very often have little access to proper eye care.

In France, Essilor has worked with a number of social aid partners to bring visual health care to communities in particular need. Targeting underprivileged children, Essilor launched an **eye care education program** with Action Enfance and supported French charity, Secours Populaire, in its annual event that enables 5,000 disadvantaged children to have a day at the seaside. Essilor provided each child with sunglasses and information about protecting eyes from the sun in addition to helping entertain the children and managing logistics. Next steps include a vision health training for 800 Secours Populaire volunteers to facilitate better access to eye care via local hospitals.

Essilor teams have also joined forces with humanitarian organization, Samusocial de Paris, to improve the health and autonomy of homeless people aged 45 and over. The partners are looking at creating long-term actions

to promote **social integration through good vision**. A screening program with vulnerable groups, including political refugees, at the Avicenne hospital in June 2014, was the first in a series planned with the association of public hospitals in the Paris region during 2015-2016.

On the other side of the world in Colombia, Essilor partner, Servioptica, created the **Fundación Volver** in 2011 to improve quality of life for vulnerable and low-income communities through eye care awareness, prevention and treatment. A successful educational program is helping spread the message of good eye care to schoolchildren and different programs are in place to provide vision screening and correction to elderly people as well as those suffering from cognitive difficulties. To date the Foundation has provided over 30,000 pairs of glasses.



## TRANSFORMING THE LIVES OF THOSE WITH SPECIAL NEEDS

**In terms of vision need, there are few populations more marginalized and discriminated against than people with intellectual disabilities. They often suffer from poor eye health as they can be more difficult to examine, require specialized equipment and skills and need a much longer examination time.**

Essilor has been a long-term partner for Special Olympics, helping more than 100,000 athletes receive prescription eye wear, protective sports eyewear and important health counseling on proper eye health and vision care.

Both Essilor and the Essilor Vision Foundation™ have renewed their support to the Special Olympics-Lions Club International® Opening Eyes Program through 2017, as exclusive global suppliers of ophthalmic lenses. Volunteers from across the Group continue to provide much-needed expertise at Special Olympics sporting events worldwide, from New Zealand, across Europe to the US, Brazil and Argentina.

### TIM SHRIVER SPECIAL OLYMPICS™

**Special Olympics reaches out to vulnerable people – those with intellectual difficulties – to create a community of volunteers and athletes celebrating together a world of talent and potential through sport.**

Many athletes, even in their 30s or 40s have never had an eye exam or a correct prescription. The Opening Eyes program gives the very real and powerful gift of sight. Seeing properly for the first time changes everything. It also transforms attitudes, from the volunteers who referee games to the optometrists who screen athletes. It is a life change that extends beyond the arena of sport, and provides these individuals with the tools they need to succeed in the arena of life.

Sustained commitment makes all the difference. Partners like the Lions Club, Essilor, Safilo Group and others who have been with us over the long term have become part of the DNA of Special Olympics, helping us build more inclusive communities worldwide.

**Tim Shriver is the Chairman of Special Olympics that serves 4.4 million Special Olympics athletes and their families in 170 countries.**



# STRONG FOUNDATIONS

## WHAT ARE THE FUNDAMENTAL STRENGTHS THAT DRIVE THE LONG-TERM SUSTAINABLE DEVELOPMENT OF THE GROUP?

**PAUL DU SAILLANT**  
CHIEF OPERATING OFFICER

Essilor's global supply chain organization – and the expertise of the 30,000-plus dedicated staff working across the chain – is key. Ophthalmic optics requires an extraordinary level of precision, which is guaranteed by our quality, environmental, health and safety (EHS) management systems. These enable us to be one of the few global pure players capable of providing mass customization, with over one million unique lenses delivered each day to serve people's individual needs. They also engage the responsibility of each employee to constantly pioneer new ways to improve industry standards and strengthen our proximity with our customers. This operational efficiency ensures that we are in a sound economic position to invest in developing innovative products and business models to meet changing global needs and successfully execute our strategy.





**RESPONSIBLE CORPORATE CITIZENSHIP IS CENTRAL TO ESSILOR'S CULTURE. THE FOUNDATIONS OF OUR SUCCESS LIE IN OUR CAPACITY TO ANTICIPATE AND EMBRACE CHANGE, WHILST REMAINING ALERT TO THE EXPECTATIONS OF ALL OUR STAKEHOLDERS.**

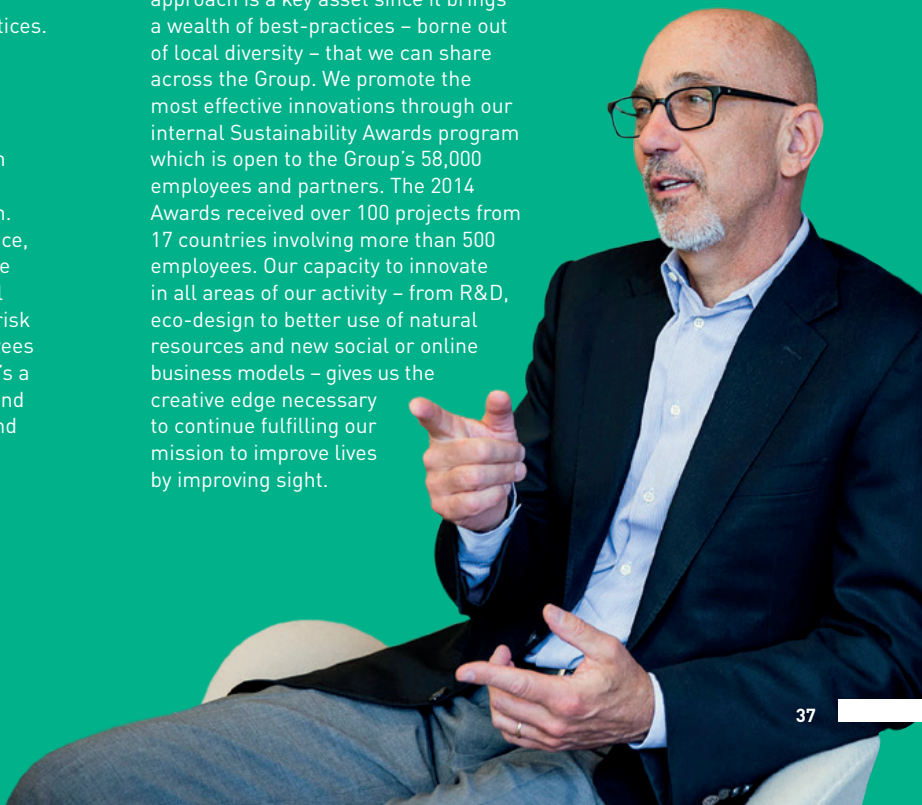
# TIONS

## **LAURENT VACHEROT** CHIEF OPERATING OFFICER

Two of the underlying foundations are Essilor's principles and values: they embody the unique human culture that unites our teams worldwide whilst promoting exemplary business practices. Entrepreneurial spirit, respect and trust, innovation, working together and diversity – these are the values we strive to embed in all our people and business developments, through training and recognition programs, plus regular dialogue and discussion. Improving performance on compliance, management control and governance is ongoing and supported by internal audits, internal control and regular risk assessment. With one in five employees a shareholder in the company, there's a very strong sense of accountability and responsibility between individuals and the Group.

## **JOHN CARRIER** CHIEF OPERATING OFFICER

Sustainability is firmly embedded in Essilor's strategy and in our day-to-day thinking. Our multi-local business approach is a key asset since it brings a wealth of best-practices – borne out of local diversity – that we can share across the Group. We promote the most effective innovations through our internal Sustainability Awards program which is open to the Group's 58,000 employees and partners. The 2014 Awards received over 100 projects from 17 countries involving more than 500 employees. Our capacity to innovate in all areas of our activity – from R&D, eco-design to better use of natural resources and new social or online business models – gives us the creative edge necessary to continue fulfilling our mission to improve lives by improving sight.





Strong foundations

essilorseachange.com



## GOVERNANCE

# ALIGNING THE INTERESTS OF ALL

**Sustainable business practices come from strong leadership and direction. Essilor's corporate mission is firmly rooted in the Group's governance through a CSR Committee that oversees its range of activities and steers the Group's contribution to social and economic development worldwide.**

The **CSR Committee** is one of five Committees run by the Group's board members. In its Board of Directors, Essilor has sought to bring together a diversity of opinions and expertise involving a high proportion of independent directors and representatives of employees and employee shareholders.

**Employee shareholding** has been at the heart of Essilor's corporate culture since its earliest days as a cooperative-inspired company with employees representing the largest and most important single shareholding in Essilor. This strongly links employees to the development and performance of the Group, aligning the interests of our people with those of the company over the long term.

It's a unique mode of governance that encourages dialogue and ensures the participation of employees in the Group's key decisions, most notably via the **Valoptec Association**. Valoptec, which regroups 8,000 active and retired Essilor employees out of a total of 15,000 employee shareholders across 53 countries, has three representatives on the Board of Directors and holds an annual vote on the Group's strategy and human resources policies.



# 15,000

Active and retired employees are shareholders with

# 8%

of capital

# 53

Across 53 countries



## AN AWARD-WINNING GOVERNANCE MODEL

Essilor has received a number of awards for its governance model, including an employee shareholding prize for efforts to extend shareholding internationally and for the quality of information, advice and training provided to employee shareholders, a Corporate Governance Award in 2014 for the scope and accuracy of information provided during the Group's AGM, and the 2014 Social Responsibility Award by financial and economic press group AGEFI that selected Essilor as one of seven listed companies exemplifying good corporate governance.

“

EMPLOYEE SHAREHOLDING HAS BEEN AT THE HEART OF ESSILOR'S CORPORATE CULTURE SINCE ITS EARLIEST DAYS.

”



**LOUISE FRÉCHETTE**  
ESSILOR INDEPENDENT  
BOARD DIRECTOR

**One of Essilor's strengths is in seeing its role not just in terms of business, but more broadly to bring vision correction to everyone who needs it across the world.**

Companies often compartmentalize their corporate social responsibilities, which are unconnected to core activities. Essilor has found a way to bring both together, and particularly target people who face significant obstacles in getting vision correction.

## CONSULTATION WITH STAKEHOLDERS CONFIRMED FOUR KEY PRIORITY AREAS THAT WE WILL CONTINUE TO PURSUE.

**Essilor continually reviews its sustainability priorities, going deeper by consulting with key stakeholders.**

In 2014, our materiality review included a series of interviews with clients, shareholders, suppliers, NGOs, ratings agencies and a range of internal employee stakeholders representing key responsibilities across the Group. This consultation confirmed four key priority areas in which Essilor has been investing over recent years and will continue to pursue.

Stakeholders identified 10 further priorities that are fully aligned with current programs in areas such as optimizing materials consumption, health and safety and the fight against anti-competitive behavior.

### OUR FOUR PRIORITY AREAS

- Ensuring good quality vision care.
- Promoting social and inclusive business models reaching populations at the base of the pyramid.
- Talent management.
- Optimizing water use.



Read about our full materiality process and outcomes in the Essilor registration document at [www.essilor.com](http://www.essilor.com)

## CSR COMMITTEE MEMBERS

**Louise Fréchette** (Chairman)  
Independent Board Director

**Bernard Hours**  
Independent Board Director

**Aïcha Mokdahi**  
President, Valoptec Association

**Hubert Sagnières**  
Chairman and CEO, Essilor International

Creating the CSR Committee at a Board level is a statement of the importance Essilor attaches to its social responsibilities and a way for the entire organization to hold itself accountable to the goals it sets itself by reporting back on a regular basis.

I was also very struck on joining the Board of the special relationship between the company and its employee shareholders and the quality of dialogue and transparency rarely seen in a company the size of Essilor. It points to a long-term perspective at play and a real commitment to the future of the Group.

**Louise Fréchette is Chairman of Essilor's Corporate Social Responsibility Committee, independent Essilor Group Board Director, Chair of the Board of CARE Canada, Member of Global Leadership Foundation and from 1998-2006 was deputy secretary-general of the United Nations.**



George Thomas, a machine-operator  
at the Essilor of America facility in Dallas



## SOCIAL

# PEOPLE AS A PRIORITY: SUPPORTING OUR UNIQUE SPIRIT

**Over the past 165 years, Essilor has grown through a pioneering spirit, an inclusive outlook and a commitment to preparing our people for tomorrow's business needs.**

At a time of rapid industry growth and change, we've been strengthening our focus on the needs and development of people to support the business and individual career evolution. We aim to contribute to employees' personal development and fulfilment through job opportunities across what is a highly **global, multi-cultural and decentralized** Group. Within the Group there are three main types of training – job related (such as production, logistics or other technical tasks), programs to enhance individual performance, and training to develop talents and people's overall employability. The launch in 2014 of **Essilor-U**, the Group's 'corporate university', will help structure this through a network of 'schools' and a community of internal trainers. In 2014, we also expanded **e-learning**, deploying over 500 modules covering subjects from compliance, quality and EHS to product knowledge.

As Essilor has grown from 30,000 people to over 58,000 over the space of six years, the importance of integrating teams into the Group has intensified. **Vision Essilor** – the Group's global induction program brings together new managers over a week for an initiation into the Group's strategy and business activity plus a living experience of Essilor's culture and diversity. The 2014 edition saw 110 people from 25 countries and 10 different subsidiaries and partners. We also have a number of management programs to develop senior managers' skills for global business.

## SAFE AND FULFILLING WORKING CONDITIONS

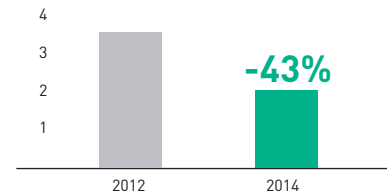
Activities across the Group encompass more than a hundred occupational sectors and a wide variety of international cultures. Coordinated human resources policies enable us to manage this people diversity as well as local environmental, health and safety (EHS) considerations. Our most recent employee survey revealed a number of areas where we could improve – including professional development and the integration of new recruits. This feedback has driven a three-year investment and an international exchange of ideas to inform some 700 local actions.

All Essilor employees throughout the world benefit from medical and social benefits that vary from country to country.

Each entity is organized to provide healthy, safe and friendly working environments that protect the physical and psychological health of employees. This is facilitated by a **network of local EHS managers** for whom a key role is eliminating injuries or illness by identifying preventive actions and promoting behaviour-based safety through training and on-site observation. We measure the frequency and severity of accidents as one of our most important **EHS indicators** and continue to lower this significantly each year and consistently report zero fatal accidents. Ergonomics has been a priority over recent years to ensure that the design of all equipment and workstations meets Essilor EHS guidelines.

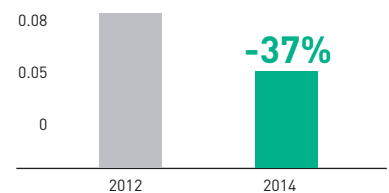
### ESSILOR GROUP INJURY RATES

#### FREQUENCY RATE



Injury Frequency rate is defined as the number of work-related injuries with lost time which occurred over the year per million of hours worked

#### SEVERITY RATE



Injury Severity rate is defined as the amount of time lost due to work-related injury over the year per thousand of hours worked

## INTERNATIONAL LEARNING COMMUNITIES

Since 2007, **LOFT (Learning Organization for Tomorrow)** has helped share technical expertise in production sites and labs across the Group. It's a community-driven network with **1,200 trainers/coaches who have trained 18,000 associates in over 40 countries**. Over the past year, LOFT has been expanding knowledge management through 2,000 expert contributors to a range of online tools for training, technical communities and best practice sharing. In 2013, Essilor received a **Human Capital trophy** for this global training approach.

“LOFT ENGAGES INDIVIDUALS TO DEVELOP THEIR TECHNICAL KNOWLEDGE AND TO SHARE GREAT IDEAS ACROSS A GLOBAL COMMUNITY. IT ALLOWS LOCAL CHAMPIONS TO CUSTOMISE TRAINING TO DIFFERENT LAB ENVIRONMENTS SO WE ALL GAIN THROUGH COLLABORATION TO ACHIEVE BETTER PERFORMANCE.”



**SHEN FENG YAN**  
PROJECT MANAGER,  
ESSILOR CHINA

Shen Feng Yan, Project Manager in Essilor's lab in Shanghai, spent two years in Bangkok as a training coordinator for labs across Thailand, China, and India. Her role: to build and develop the training system and support continuous improvement through coaching.



## DIVERSITY IN ALL ITS DIMENSIONS

Today, Essilor is a highly international Group, active in some 60 countries worldwide. Over 200 new partners, many in high-growth countries or emerging markets, have joined us since 2005 through acquisition.

“

DIVERSITY IS ONE OF ESSILOR'S VALUES AND INCLUSION A KEY GLOBAL PRIORITY THAT REFLECTS THE ENVIRONMENT IN WHICH WE OPERATE.

”

It's a **multi-local development strategy** that brings Essilor a number of advantages – fast growth, local knowledge and presence, and a diversity of experience. What Essilor contributes in return is technological innovation, marketing resources and the investment to enable local entities to develop their business and people in line with the Group's founding principles.

Diversity is one of Essilor's values, and inclusion a key global priority that reflects the global environment in which we operate. In 2014, the Group has looked to improve its gender diversity through a number of initiatives in the USA and Europe, notably preparing women for leadership roles. The Essilor **Women's Networks** in North America and France have grown to over 500 female and male professionals who are helping expand awareness and gain commitment across the business. They have organized education sessions, networking events, leadership skills building and worked closely with HR teams to revisit hiring and promotion expectations.

Essilor has continued to explore measures to promote employment and integration of people with disabilities. Across 14 sites in France, Essilor has created a network of **local disability representatives** who are helping break down barriers regarding disabilities and forge closer links with community groups. This has resulted in a number of permanent positions, internships and work-based training contracts. Essilor is also building on the three-year experience of a special partnership at its Instruments factory in the east of France. Ten people with intellectual disabilities from a local rehabilitation center work in an integrated production workshop, meeting all manufacturing requirements and achieving a 'zero-defect' service quality. While it's helped develop their skills and independence, it has contributed even more to Essilor in appreciating the talents and contributions these individuals bring.

### EMPLOYEE GENDER BREAKDOWN\*



53% FEMALE  
47% MALE

### REGIONAL BREAKDOWN OF EMPLOYEES\*



23% NORTH AMERICA  
21% EUROPE  
46% ASIA-PACIFIC, AFRICA & MIDDLE EAST  
10% LATIN AMERICA

### BOARD AND EXECUTIVE COMMITTEE DIVERSITY



COMPOSITION OF BOARD OF DIRECTORS\*  
3 FEMALE  
11 MALE

COMPOSITION OF EXECUTIVE COMMITTEE  
4 FEMALE  
23 MALE

\* THIS INCLUDES 7 INDEPENDENT BOARD MEMBERS

\*31 DECEMBER 2014



Visit of an Essilor factory during its inauguration in Laos with Deputy Prime Minister, Somsavat Lengsavad (center), Savannakhet Provincial Governor, Dr Souphanh Keomixay and senior officials

## SOCIAL IMPACT IN LOCAL COMMUNITIES

**We see our business as one that positively impacts people, in and beyond Essilor. In addition to our core business, our manufacturing activities help create significant direct and indirect employment.**

Around 80% of manager level employees at Essilor production sites, in countries such as Mexico, Ireland, Brazil, China, Thailand, and the Philippines, are recruited locally. Moreover, 50% of a production site's spending goes to local suppliers and contractors, and the figure can be even higher for a prescription lab or distribution subsidiary.

In April 2014, Essilor opened a new optical lens manufacturing site in Laos. The new facility embraces people and economic development as much as industrial output. Alongside production facilities, the Group has created a **vocational training center** nearby to help local workers develop skills appropriate to new industrial needs. This project will facilitate the transfer of high-quality technology and manufacturing processes, including the latest energy efficiency standards, develop specialized local technicians, create local employment and demonstrate the potential of Laos to other industrial investors.

A very different example of social impact comes from an **eco-tourism project in South America** by Group partner Costa. A specialist in high-performance sunglasses, Costa has sought to protect the world's waters by promoting sport-fishing – a profitable, low-carbon impact driver

of local economic development and conservation best practices. In the rivers and ponds of Guyana's unspoiled rainforest, the Costa team found a place where sport-fishing could contribute to the preservation of the country's natural resources and culture by supporting its indigenous people through eco-tourism. For the past four years, Costa has spearheaded a pilot program to bring sport-fishing to Guyana and beyond.



Find out more at  
[www.costadelmar.com/inside-costa/protect-guyana](http://www.costadelmar.com/inside-costa/protect-guyana)



Quality control of the lenses at the Essilor laboratory in Warsaw, Poland



## ENVIRONMENT

# ECO-DESIGN TO ECO- EFFICIENCY

**While Essilor's products and services have a light environmental footprint, we pursue efforts to develop environmentally responsible materials, technologies and processes that preserve natural resources and promote reuse and recyclability.**

A pair of lenses is a lightweight object that, compared to many consumer products, represents a low strain on the environment, as it requires few resources to be manufactured, distributed and used. Essilor took its major step last century with the move from mineral (glass) to organic (thermoplastic) lenses. We continue to encourage markets to adopt these lenses that are lighter, more impact-resistant and have a lower environmental footprint. While this material cannot be reused for lenses in a circular economy, it can be recycled into raw ingredients for other objects. Eco-conception is our starting point for improving the design and manufacture of all products according to 15 key areas including resource consumption, ergonomics, packaging and waste management.

EHS systems are pivotal because of the direct connection between EHS management and organizational performance, particularly in manufacturing. Minimizing the environmental impacts of operations has been a key focus over recent years through initiatives like **CAP (Change Accelerating Program)** and more recently **LIFE (Lean Initiative for Excellence)**. This brings teams across EHS, Engineering, Supply Chain, Quality and Human Resources together to improve working methods and conditions, eliminate waste and develop individual responsibility. Recognition of our sustainable practices, such as inclusion in the **Low Carbon 100 Europe** and the **Global 100 Most Sustainable Corporations** index, spurs us to go further. Over the next five years, we will be expanding our reporting scope, particularly with recent lab partners, to track our progress, identify new areas for improvement and speed up our reductions of water consumption by up to 10% per year and energy consumption by up to 10% over three years.



## OPTIMIZING NATURAL RESOURCES

To make a lens typically requires between 2-5 kWh of energy. Sustained efforts over the years have already optimized energy use at all manufacturing sites. Since 2007, we've succeeded in reducing the amount of electricity used per lens by 21.8%. We are now seeking to lower this through improving the energy performance of sites where possible and analyzing for further process improvement. **Essilor's Center for Innovation and Technology** in Creteil, France, the world's largest dedicated to eye research, was officially opened in April 2014. Focusing on high energy efficiency standards, its design and construction includes rainwater recover, better waste and energy management including solar panels, geothermal energy and green roofs, which makes its upper floors net energy producers.

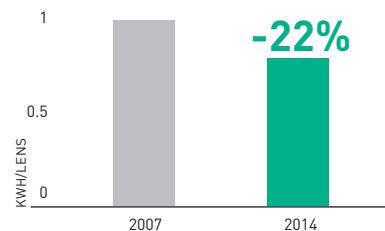
Water is a precious resource, so minimizing the amount of water needed to produce a lens is an ongoing concern. Teams in labs from Brazil, India, France and China have been actively finding solutions. In Sao Paulo, water supplies for 8.8 million local inhabitants are under pressure. Essilor's Technopark lab found ways to reuse and recycle water in coating and surfacing cycles to increase self-sufficiency and reduce water consumption by 20%.

In Ireland, Essilor's lens production site got funding from the Irish Environment Protection Agency for a project which successfully installed a rainwater harvesting system, leading to a decrease of about 10% of total water usage.

Water and energy savings information, analysis and best practices are coordinated and shared across the Group through a network of project champions in each zone. This helps us review consumption for a typical operation or machine, integrate eco-design such as closed-loop water circuits into future equipment and technical plans, and encourage the network to adopt an eco-responsible approach.

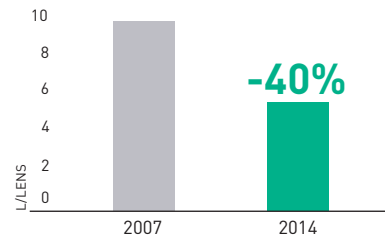
### ESSILOR MASS PRODUCTION SITES

#### ENERGY CONSUMPTION



Estimation of total electricity saved since 2007  
**354 Million KWH**  
 (~1.6 years of consumption)

#### WATER CONSUMPTION



Estimation of total water saved since 2007  
**6.7 Million M<sup>3</sup>**  
 (~4 years of consumption)

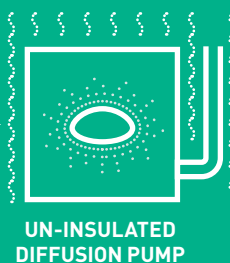


Lenses placed in high vacuum chambers

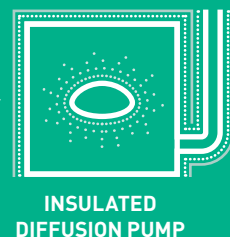
### SAVING ENERGY IN ANTI-REFLECTIVE COATING APPLICATION

Anti-reflective (AR) coatings are applied in high vacuum chambers using a diffusion pump that consumes significant amounts of electricity in both production sites and prescription labs. Essilor's engineers optimized this, insulating the pump and regulating the temperature, achieving a 13% overall energy reduction.

OLD



NEW



### RESULTS

**-13%**

energy reduction means...

**10,000<sub>MW</sub>**

...electricity saved from 400 machines across the world, the equivalent of...

**3,300**

...average European families annual power consumption.

## INNOVATIVE IDEAS FROM PRODUCTION TO DELIVERY

Innovation, to help find new ways to reinvent production processes, is a long-term ambition, as promising ideas such as nano-technologies or 3D object building are still only beginning to yield results. In the meantime, we continue to apply the **3 Rs approach** – reduce, recycle and reuse – as a pragmatic daily tool, particularly in relation to packaging and consumables.

We've identified waste management as an area in which we can improve, to limit or avoid landfill. This will involve exploring alternatives, such as incineration to generate energy or the recovery of materials for reuse and recycling. As a global ambition this will take time to put in place as developed and available recycling industries vary considerably from country to country.

### REDUCING WASTE

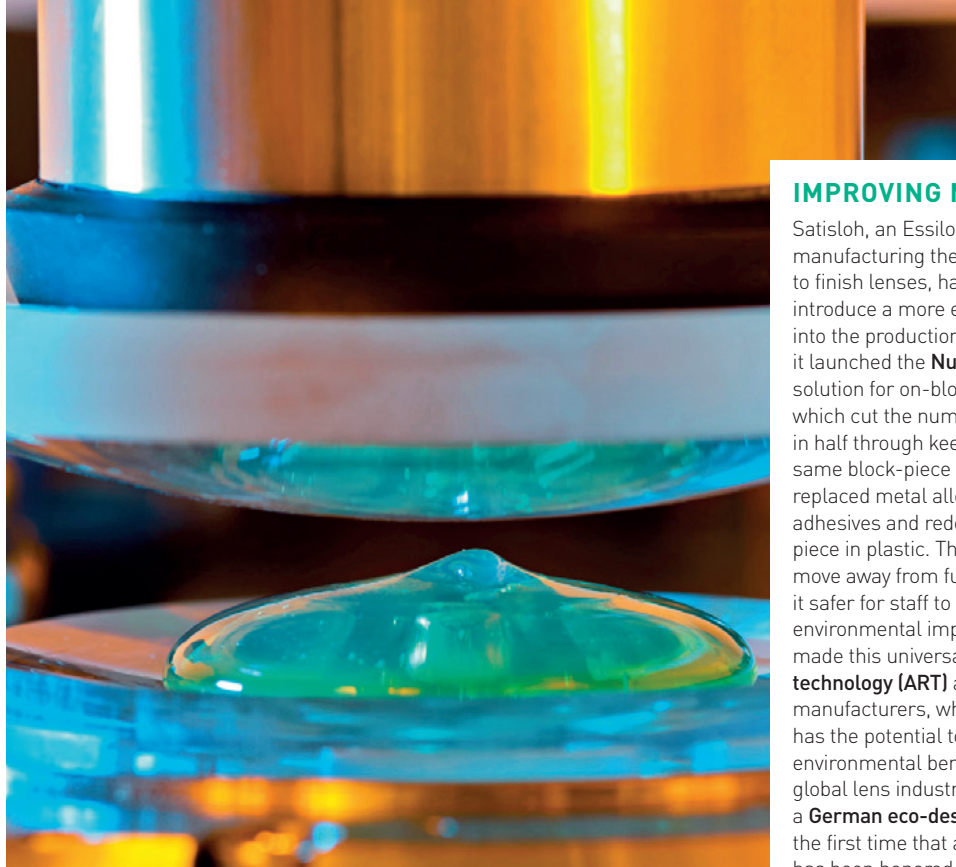
Prevention of waste starts with maintaining the life of equipment and consumables and up-cycling them at their end-of-life. We recycle 95% of elastomer joints that are washed, ground and mixed with 5% of raw materials to be remade and reused in manufacturing lines. Our introduction of **cupless packaging** – a 100% recyclable wood-fiber material – reduced polystyrene waste by over 100 tons. Another initiative in

the UK saw three Essilor sites working together to eliminate 1,000 tons of waste, including the fine filings of material produced during machining, which has captive energy to be released. The result: **zero waste to landfill** in 2014, and full legal compliance in waste handling and traceability.

In our Transitions production site in the Philippines, Supply Chain and EHS teams found ways to reduce excess packaging materials and, thus, reduce the weight and carbon footprint of deliveries of up to 24.5 million lenses each year. **Project Lightweight** redesigned boxes for lighter, more cost-effective and better-fitting packaging, reducing freight weight by 6kg per pallet and saving the equivalent of over 100 trees annually.



Machine-operator, Pud, prepares for antireflective coating phase at EMTC plant in Bangkok, Thailand



## IMPROVING MATERIALS

Satisloh, an Essilor company manufacturing the machines used to finish lenses, has continued to introduce a more ecological approach into the production process. In 2008, it launched the **Nucleo technology** solution for on-block manufacturing which cut the number of process steps in half through keeping the lens on the same block-piece throughout. Next, it replaced metal alloys with UV-curable adhesives and redesigned the block-piece in plastic. This has enabled the move away from fusible alloy, making it safer for staff to handle and reducing environmental impact. In 2014, Satisloh made this universal **alloy replacement technology (ART)** available to all manufacturers, which, if adopted, has the potential to bring significant environmental benefits across the global lens industry. This approach won a **German eco-design award** in 2014, the first time that an industrial process has been honored.

With a network of 33 production sites, over 490 prescription laboratories plus 16 distribution centers across all continents, sourcing and procurement plays a central role in Essilor's sustainable performance on a local, regional and global level.

We believe that traceability and transparency across the supply is an important way we can work more closely with our suppliers and contractors. To help us implement a **charter for responsible sourcing**, we surveyed our top 100 suppliers, collecting information on six key themes including certifications and regulations, EHS systems and quality management. The feedback we've received enables us to share best practices on actions ranging from water-saving initiatives, business continuity and a stronger focus on EHS.

“

PPG SETS HIGH STANDARDS FOR COLLABORATING WITH PARTNERS TO MEET SHARED SUSTAINABILITY GOALS. COLLABORATION WITH ESSILOR DELIVERS INNOVATIVE PRODUCTS, SERVICES, ENHANCES RELATIONSHIPS AND DELIVERS POSITIVE OPPORTUNITIES WITHIN THE COMMUNITIES WHERE WE OPERATE.

”



**JANE VALENTA**

VICE PRESIDENT, PPG INDUSTRIES  
ONE OF ESSILOR'S TOP 20 SUPPLIERS

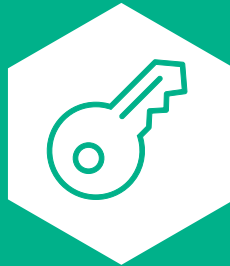
Jane Valenta is Vice President Environment, Health and Safety at PPG Industries, a global supplier of coatings and specialty materials.



## WE ARE COMMITTED TO SEE CHANGE BY FOCUSING ON THREE MAIN AREAS:



### AWARENESS



### EMPOWERMENT



### OUTREACH

## BUILDING ON OUR STRONG FOUNDATIONS TO DRIVE OUR RESPONSIBLE BUSINESS MODEL AND LONG-TERM GROWTH

Several initiatives are enabling us to improve access to eye care solutions for the 2.5 billion people who suffer unnecessarily from poor vision. They contribute to Essilor's shared value creation by accelerating social impact while creating a new generation of customers.

### INCLUSIVE BUSINESS

**BoP** Innovation  
Lab

**2.5** new   
**VISION**  
generation  
An ESSILOR Group Initiative

### NONPROFIT

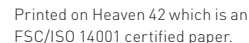


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*Vision has a voice*

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ESSILOR

SEEING THE WORLD BETTER