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## HOW ESSILOR ENGAGES EMPLOYEES IN THE GROUP'S GOVERNANCE

Employee ownership is integral to Essilor's history and culture. Discover three ways in which employees are linked to the Group's development and unique governance model.

Today over 55% of employees hold shares and represent Essilor's largest shareholder group. It reflects the Group's conviction that employee shareholding is a key factor in the company's long-term growth, supporting and developing an entrepreneurial spirit and enabling employees to share in the Group's success.

**Jeferson M Ramos, Operations Senior Analyst, Essilor Brazil**





“I was motivated to become a shareholder to influence Group decisions. It strengthens my relationship with Essilor and drives me to try harder to improve and contribute to a better performance. The diversity to Essilor’s employee shareholding offered to top managers as well as operators, everybody can have the feeling of ownership.”

Valoptec, Essilor’s employee shareholder association of 9,600 members across 46 countries is an international community with an active voice that provides a privileged link between employees and the Group’s Executive and Human Resources Management.

### **Guido Manassero, IT Manager in Italy, and Valoptec ambassador**



“To participate in Essilor’s governance is a huge responsibility. Valoptec really connects its members to the decision-making process, in terms of its strategy, resources policies plus voting resolutions at the general meeting. We help create value for the Group, the benefits and the commitment to fighting for the future. As a Country Ambassador in Italy, I tell people that Valoptec is a tremendous opportunity to be part of the Group’s future.”

Employees are also involved in decision-making at the highest levels. Essilor's Board of Directors includes three Directors representing employee shareholders, one Director representing employées, as well as three representatives of the Central Works Council (in an advisory capacity).

**Delphine Zablocki, skilled operator at Essilor's production site in Dijon, France and Essilor International Board Member**



“My role is to link the Group's Board to the real concerns in the field, in particular our production environment. Listening and contributing to strategic discussions allows me to step back and see things from a much wider angle and better understand how decisions are made for the long-term development of the Group.”