



# VisionSpring

See well. Do well.

**ANNUAL**  
Report 20**21**





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Thank you for the role you've played in VisionSpring's work these past twenty years. Since 2001, we've delivered 8.7 million pairs of eyeglasses—8.7 million people can now experience the wonder of clear vision. We've unlocked \$1.8 billion in income earning potential for households living on less than \$4 per day.

**WE WOULDN'T BE US WITHOUT YOU!**



# Executive Summary

Dear Friends of VisionSpring,

We are thrilled to share that we corrected the vision of 1.09 million people in 2021 with eyeglasses, achieving a 36% growth over 2020 as we worked through the ebbs and flows of the pandemic. The year was marked by building back our impact with institutional partners and through vision access programs, and by investing in our performance capacity, with more globally distributed leadership and migrations into enterprise-wide information systems.

In Q2, we found ourselves to be both responders to and survivors of the devastating COVID second wave in India, where we have our largest team. To “help India breathe,” we sourced and delivered more than 1,000 oxygen concentrators, and, globally, distributed 2.5 million units of PPE and COVID supplies to more than 200 partners in eight countries. In India, we also integrated vaccine hesitancy and awareness into our vision camps and counseled 200k people in support of the national COVID vaccination campaign.

Through proactive measures to identify available vaccines and counsel team members about the importance of the vaccine, we are thankful that 98% of

VisionSpring’s 274 team members have been fully vaccinated!

Last year, we became evermore global in our operations. We brought on new leadership for the Africa Region, finance and marketing; and in-market team members took on global responsibilities in supply chain, marketing, and human resources. We also migrated into new, enterprise-wide systems for human resource management (Paylocity), finance and operations (SAP), and knowledge management (SharePoint).

In December, VisionSpring turned 20! Since our founding in 2001, we have reached a cumulative 8.7 million low-income customers with the eyeglasses they need to work, learn, and drive safely, unlocking \$1.8 billion in increased income-earning potential.

We hope the world returns to you the abundance of friendship and support that you have shared with us.

With gratitude,



Ella Gudwin  
CEO



## UNITED NATIONS VOTED ON HISTORIC RESOLUTIONS FOR EYE HEALTH

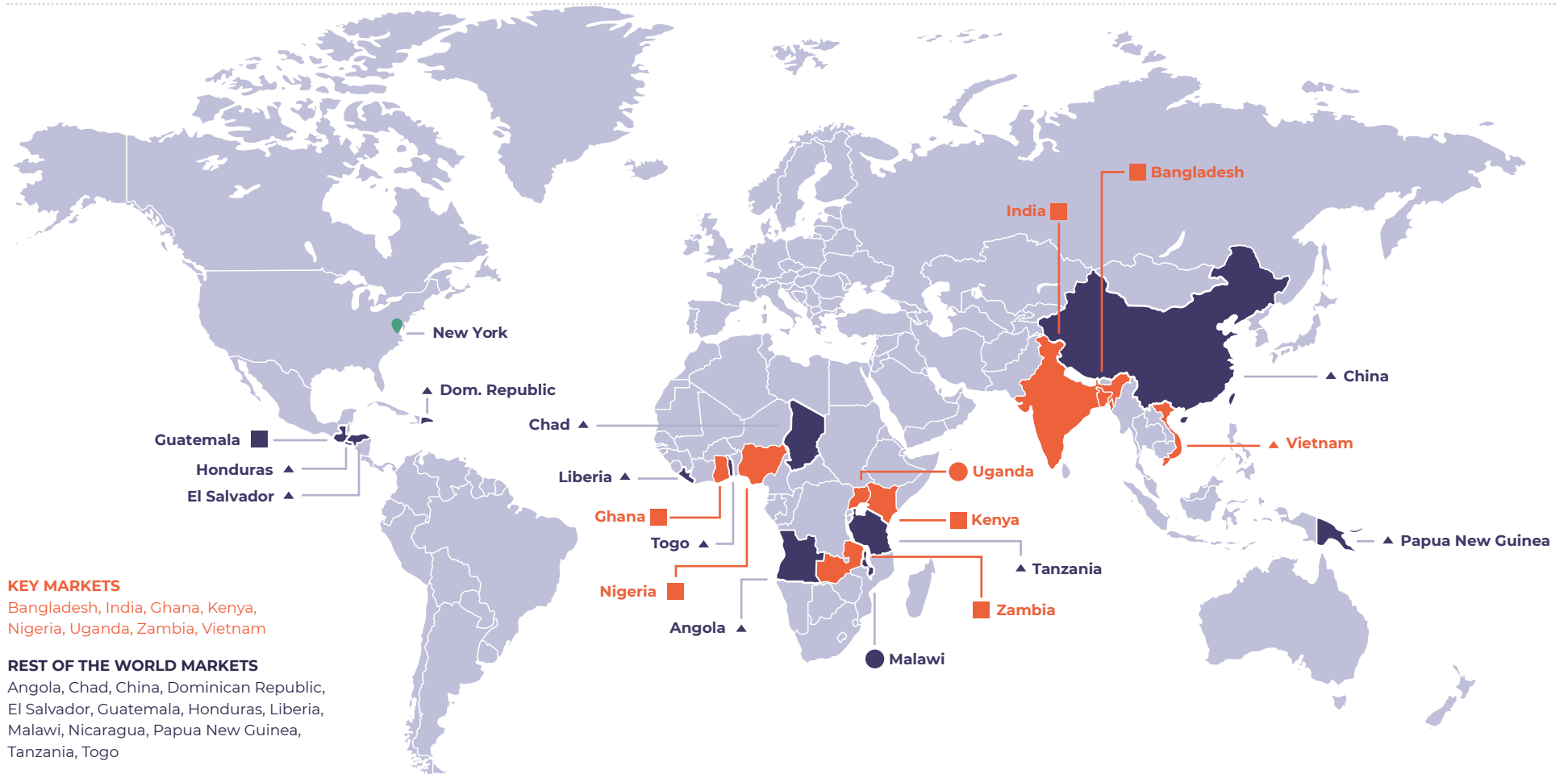
We celebrated two major systems change wins in 2021. At the 74th World Health Assembly in May, member states endorsed the world’s first targets for eyecare to be achieved by 2030—to increase the coverage of refractive errors (including presbyopia) with eyeglasses by 40%, and the coverage of cataract surgery by 30%.

In July, on the floor of the General Assembly, members of the United Nations voted unanimously to adopt the first-ever resolution on eye health: ‘Vision for Everyone; accelerating action to achieve the Sustainable Development Goals’. In doing so, they called on governments and the international community to create access to eyecare for the 1.1 billion people living with preventable sight loss by 2030.

# Where We Work

## VISIONSPRING MISSION

Access to affordable eyewear, everywhere.



■ More than 20K pairs of eyeglasses sold

● 10-20K pairs of eyeglasses sold

▲ Fewer than 10k pairs of eyeglasses sold

# 2021 Year in Review

In 2021, VisionSpring built back our vision care capacity while responding to COVID-19.



**1.5M**  
people screened



**1.1M**  
eyeglasses delivered



**\$235M**  
income earning potential



**54%**  
first-time wearers



**841**  
eyeglasses and COVID  
supplies partners



## GLASSES BY REGION



**58%**  
India | 629k



**18%**  
Bangladesh  
198k



**15%**  
Africa  
167k



**9%**  
Rest of the  
World | 96k



## GLASSES BY TYPE



**72%** Reading glasses  
781k

**14%** Adult RX | 162k

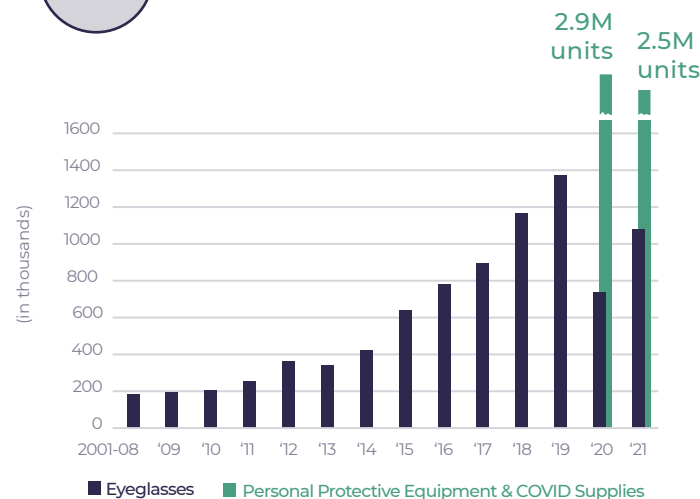
**8%** Adult frames | 83k

**3%** Children's RX | 32k

**3%** Children's frames  
30k



## GLASSES BY YEAR



## GLASSES BY MODEL

### B2C: Vision Access Programs

**2%** See to Learn | 19k

**8%** See to be Safe | 87k

**30%** See to Earn | 333k

### B2B: Institutional Partnerships

**60%** 650k pairs



# 20 Years of Delivering Clear Vision



UNLOCKED  
**\$1.8B** in income earning potential for low-income earners and learners



**Launched as a social enterprise:** VisionSpring founded as the Scojo Foundation.

**Built for replication and national scale:** Integrated vision screening and reading glasses sales into community health workers' bundle of goods with BRAC in Bangladesh.



Cumulative number of corrective pairs sold:

**800**

**Built evidence of impact:** Published randomized controlled trial revealing that reading glasses increase productivity by 22-32%.

**Failed forward:** Pivoted from Hub & Spoke. Redesigned B2B Institutional Partnerships wholesale model and formalized B2C Vision Access Programs around three pillars: See to Earn, See to Learn, See to be Safe.

**Partnered for growth:** Sold 1 million pairs in India in 12 months, fueled by government and corporate clients.

**8.7M**

**5M**

**2M**

**1M**

**500k**

'01

'02

'06

'09

'10

'12

'14

'15

'17

'18

'19

'20

'21

**De-medicalized access to glasses:** Developed a business-in-a-bag for vision entrepreneurs to conduct screenings and sell reading glasses in El Salvador and India.



**Recognized for innovation:** Won the Skoll Award for Social Entrepreneurship.



**Learned by doing:** Initiated new model development including Hub & Spoke optical shops and outreach vans in Central America and India.



**Entered new key markets:** Established operations in Ghana, Kenya, Nigeria, Uganda, and Zambia.

**Protected health workers and customers:** Retooled supply chain, sales and outreach capacity to respond to the COVID-19 pandemic.

**Advocated for systems change:** United Nations passed historic resolution: Vision for Everyone, recognizing eye health as a driver of multiple Sustainable Development Goals.

# Building Back **Our Impact**





# Eyeglasses for 1.1 Million People

In 2021, we navigated the continuing pandemic and regained our momentum to correct the vision of 1.09 million people with eyeglasses, which unlocked \$235 million in income earning potential for low-income households.

We served people living on less than \$4 per day through our two business models, Vision Access Programs (VAP) and Institutional Partnerships (IP). VAP is a business-to-consumer approach by which we raise awareness; conduct community-based vision screenings; and sell affordable eyeglasses, mostly to first-time wearers. Through IP we provide a reliable supply of quality eyeglasses, favorable payment terms

and sell-through support to a network of 627 mission aligned eye hospitals, vision centers, government and NGO clients. In 2021, we delivered 439k pairs (40% of our total) through Vision Access Programs and 650k pairs (60% of total pairs) through Institutional Partnerships.

We specialize in helping working-age people maintain their livelihoods, productivity and income earning potential with vision correction. As such, of the 1.09M eyeglasses we delivered, 72% consisted of reading glasses, 14% adult prescription glasses, and 8% adult frames.

Additionally, we enabled 62k children to see clearly and succeed in school with

## 1.1M GLASSES BY MODEL

650k	439k
60%	40%
Institutional Partnerships	Vision Access Programs

prescription glasses (3%) and frames (3%).

Consistent with prior years, India was our largest market, accounting for 58% (629k) of total eyeglasses. However, the region was especially hard-hit by the COVID-Delta wave and therefore accounts for proportionately fewer sales than in prior years. We bounced back quickly from COVID surges in Bangladesh, which contributed 18% of total pairs, made steady progress in our five key markets in Sub-Saharan Africa (15%) – Ghana, Kenya, Uganda, Nigeria, Zambia – and delivered 96k (9%) pairs to partners in 12 other countries.





# Vision Access Programs

Our Vision Access Programs (VAP) ignite demand for eyeglasses in workplaces, co-operatives, farms, schools, transportation hubs and low-income communities. We reach people previously underserved by the market or government, such that in 2021 74% of our VAP customers were first-time wearers. Through VAP, we deliver impact along three themes: *See to Earn*, *See to Learn*, and *See to be Safe*.

## **See to Earn rebounded to screen the vision of 1.3M people in 2021**

Our *See to Earn* initiatives include the Reading Glasses for Improved Livelihoods program, the Clear Vision Workplace program, and community-based screenings in areas with a significant presence of artisans and agricultural workers. *See to Earn* programs rebounded in 2021 to screen the vision of 1.3M people and correct the vision of 333k people with eyeglasses, representing 76% of the total VAP impact.

These strong results were significantly enabled by strict adherence to COVID safety protocols and our introduction of vaccine hesitancy counseling and referral into our vision camps; as well as training implementing partners to do the

same. These public health measures gave corporate partners confidence to restart and renew project-based funding and government representatives confidence to grant permissions for outreach work in communities.

Emerging from the deadly COVID-Delta wave, our teams made a huge push in Q3 to make up for lost time. Impressively, we screened the vision of 150k people in the 30-day lead up to World Sight Day in October, providing 50k people with glasses across all of our key market countries.

**Reading glasses sales extended to all 64 districts of Bangladesh:** In its 15th consecutive year, the Reading Glasses for Improved Livelihoods program (RGIL) continued to expand. We trained community health workers (CHWs) and health entrepreneurs to screen their patients and customers for presbyopia and sell affordable reading glasses in Bangladesh and Uganda. In 2021, BRAC and United Purpose CHWs screened the vision of 1.03 million people and sold 171k pairs of reading glasses. Serving mostly rural customers, RGIL consistently reaches women, who represented 60% of RGIL customers last year, and first-time wearers of eyeglasses, who accounted for 70% of customers.

## GLASSES BY PROGRAM THEME



**74%**  
first-time wearers

In Bangladesh, we reached a new milestone – RGIL services became fully national, reaching all 64 districts in the country. We had previously served 61 districts with BRAC and in 2021 joined forces with United Purpose to add basic vision services to Women’s Business Centers in the hill tract districts of Rangamati, Khagrachari and Bandarban. These three districts are home to matriarchal tribal communities each with their own distinctive dialect and cultural practices, with livelihoods that include making vision intensive handicrafts and homespun clothing.

In 2021, we also laid the groundwork with CARE International to replicate RGIL in Zambia through their Live Well social enterprise.

**Garment factories contracted workplace vision services:** VisionSpring has been partnering with leading brands to correct the vision of workers in their global supply chains, focused on garments, textiles, footwear and home goods. Together with Levi Strauss Foundation, Target, Williams-Sonoma, VF, Warby Parker, and USAID, in 2019 we formed the Clear Vision Workplace Alliance, which also garnered support from Alcon Foundation and Optometry Giving Sight. As of the end of 2021, we completed vision screenings for almost a quarter million workers (246k) in 182 factories in

Bangladesh, India and Vietnam. In each factory, we corrected the vision of 27-42% of the workforce, depending on its average age, with a combination of reading glasses and prescription glasses.

Importantly, this year factories began to contract VisionSpring directly to implement the Clear Vision Workplace (CVW) program without a request from their international buyers. In some instances factories paid for the program in full, and in others, we paired their revenue with a subsidy made possible by USAID’s Development Innovations Lab. This early expression of demand and willingness to pay substantiates the CVW program’s value for both worker well-being and manufacturers’ productivity and quality.

### **See to Learn reached students despite school closures**

With a majority of schools closed in India in 2021, we developed creative ways of screening 47k children and delivering 18k eyeglasses to children mostly at home thanks to collaborations with Rotary India Literacy Mission and Pratham. This included an innovative approach by which children got sight tests from local opticians and Rotary gathered the prescriptions for VisionSpring to fill, free of cost, through our centralized lens lab in Delhi.

**Monowara Begum** (50) was fired from her job as a sewing machine operator for having “defective vision.” She interviewed at 30 factories and was turned down at each for failing the practical sight test of threading a needle. She hid her glasses during interviews in fear that no one would hire her, but without them she couldn’t pass the test. The last time Monowara was turned down, she broke down in tears at the Debonair Group factory gate. A manager brought her back in to retry the test, this time with her glasses on. Monowara passed and was hired.





## See to be Safe milestone: 400,000 drivers and transport workers served

The United Nations Sustainable Development Goal 3.6 calls for halving deaths and injuries resulting from vehicular crashes and traffic accidents by 2030. VisionSpring works to achieve that goal by bringing sight tests and eyeglasses to drivers and advocating for the integration of vision impairment interventions in the road safety tool kits deployed by governments and other stakeholders.

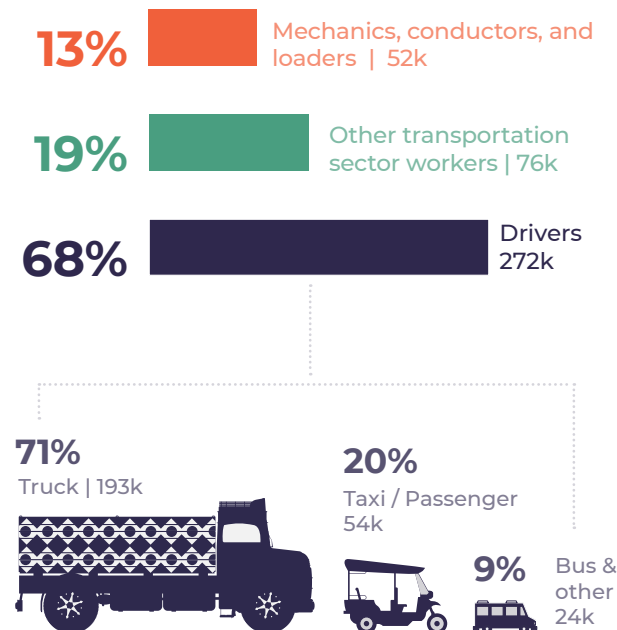
In 2021, VisionSpring reached the milestone of screening 400,000 industry workers, including drivers (68%) and allied transportation workers (32%), since we started the *See to be Safe* program in 2018 in India, which has the highest number of crashes in the world.

Due to the more deadly nature of crashes involving trucks, we focus on serving commercial truckers, especially those driving heavy load vehicles. At the end of 2021, truckers accounted for 71% of drivers we served, followed by auto rickshaw and taxi drivers (20%), and bus and other drivers (9%) thanks to a new partnership with Piaggio. Of customers getting eyeglasses through the *See to be Safe* program, 70% are first-time wearers. This includes 138k

drivers (77% of drivers screened) to-date who would otherwise fail the visual acuity requirement for their driver's license without their VisionSpring glasses.

In surveys, drivers report that after getting eyeglasses they experience improvements in identifying objects on the side of the road, driving at night, and judging distance and speed of on-coming traffic.

### 445K DRIVERS AND TRANSPORTATION WORKERS SCREENED SINCE 2018



**Mangla Ram** (46) wasn't spotting road signs, or even cats and dogs, while driving his heavy-load truck. He was afraid that if he got glasses, he'd get fired. But during a stop-over in Delhi for repairs, he got his vision checked and received a pair of bifocals that would allow him to both see hazards in the distance and read dispatch messages on his phone.

Now Mangla is an eyeglasses evangelist and encourages his peers to get screened.

# Institutional Partnerships

VisionSpring sells bulk quantities of eyeglasses, coupled with training and marketing, to a network of mission-aligned hospitals, vision centers, pharmacies, NGOs, and government partners in 20 countries. In 2021, 627 organizations counted on VisionSpring's quality glasses, timely delivery, favorable payment terms, and sell-through support to initiate or expand their vision services to low-income customers through 9.8k points of distribution.

In total, we delivered 657k corrective eyeglasses to Institutional Partners in 2021 – 62% in India, 18% in key Africa markets (Ghana, Kenya, Nigeria, Uganda and

Zambia), 14% in 12 other countries, and 5% in Bangladesh.

IP eyeglasses sales grew by 66% over 2020, driven by tenders with state governments in India and new and deepened strategic partnerships with eye hospitals in Bangladesh and Zambia.

## State government tenders drove growth in India

We first began bidding on government tenders in 2015 and since have fulfilled tenders in 15 states, principally in association with district and state-level implementation of the National Programme for Control of Blindness and Visual Impairment (NPCB&VI). In 2021, government contracts totaled 239k pairs, largely for programs in Assam, Meghalaya and Tripura for older adults as well as school children. These were especially important for maintaining our impact in light of lower sales volumes in the eye hospitals and vision centers channel, which were dampened by COVID-related reductions in their optical services and community outreach.

## Bangladesh and Zambia both exceeded their 2021 targets

In Bangladesh, we expanded our partnership with Ispahani Islamia Eye Institute and



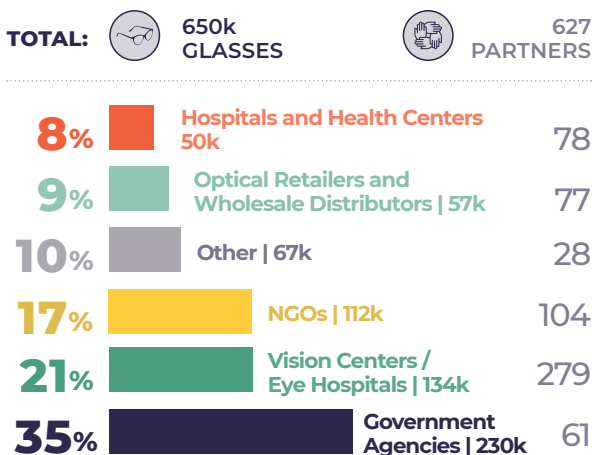
*The elderly in remote corners of Meghalaya [for the] first time received eyeglasses and now they can see what they eat and cherish. VisionSpring has restored their sight and brought back the 'joy' in their lives. A big thank you to all who made it possible."*

### DR. SAPNA DEBSARKAR

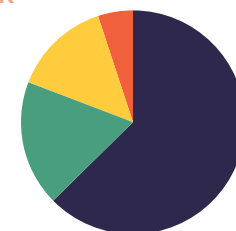
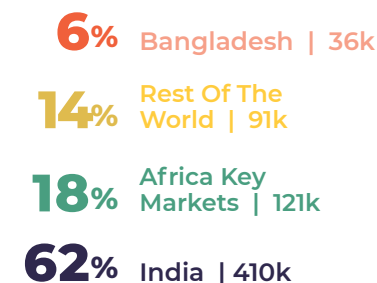
State Program Officer, National Program for Control of Blindness & Visual Impairment (NPCB&VI), Meghalaya

Hospitals, the largest group of eye hospitals and vision centers in the country. Working closely with base-hospital leadership and satellite facility managers, we supplied eleven centers with 22k eyeglasses enabling them to increase optical services to their lower-income patients. In Zambia, we achieved our 5-year goal in August of 2021, almost two years ahead of target! This is the result of several years of network development and a growing commitment by the Zambia Ministry of Health to develop eye care services in the country.

## GLASSES BY PARTNER TYPE



## GLASSES BY REGION





# COVID-19 Response

In 2021, we remained a reliable supplier of quality personal protective equipment and other COVID supplies to our partnership network and adapted our Vision Access Programs in support of national COVID-vaccination efforts.

## Delivered PPE & oxygen concentrators to 214 frontline COVID care providers

We originally planned to taper down our PPE activity expecting the market to fill in around us, but, as the pandemic persisted, partners continued to turn to VisionSpring for masks, gloves, and other COVID supplies. By the end of the year, we delivered 2.5 million units of PPE and COVID supplies to more than 200 partners in 8 countries, just 7% less than our original emergency response in 2020.

In addition, our supply chain and partnerships teams worked around the clock in Q2 to source and deliver 1,257 oxygen concentrators to COVID treatment centers that faced devastating numbers of patients with hypoxia amid India's deadly Delta variant crisis. We also advanced oxygen concentrators with hospitals in Bangladesh and Zambia.

Our COVID response strengthened existing relationships and generated new ones,

leading not only to the distribution of PPE, but also new eyeglasses sales. In 2021, 58 institutional partners purchased both PPE and eyeglasses, 31 of whom were new to our network.

## Integrated COVID vaccine hesitancy counseling into outreach services

We maintained stringent COVID-safety protocols in our vision access camps, and trained implementing partners in our Africa markets on the same in order to help them re-establish outreach activities. We also added vaccine hesitancy counseling into our vision outreach programs. This entailed leaflets, awareness posters, asking customers to disclose their vaccination status with optometrists, counseling at the eyeglasses dispensing station, referral to the nearest vaccination center, and randomized follow-up calls from our call center. In total we counseled 98k people about getting themselves and their family members vaccinated. Data gathered in Q3 revealed that vaccine awareness and hesitancy counseling contributed to raising COVID-19 vaccination coverage rates among our customers by 19 percentage points (from 58% at baseline to 77% at the time of follow-up).

## 2.5M UNITS OF PPE AND COVID SUPPLIES



**1.5M** Medical and cloth masks



**1.3k** Oxygen concentrators



**812k** Gloves, gowns, and other



**329** Handwashing stations



**Through the COVID crisis, we really lived our values. We adapted. We learned together. We helped others in their time of need – our partners, customer communities, and team.”**

**AFTAB OPEL** | VisionSpring Bangladesh Country Director



# Performance Capacity for Scale



*[VisionSpring is] a scale obsessed, capable organization...providing an example of a sustained, steepening impact curve. Eyeglasses have a jaw-dropping ROI, because we're talking about recovered livelihoods, helping someone resume something they already know how to do."*

KEVIN STARR | Mulago CEO

"Getting to Scale: Size Matters. Shape Matters More."  
Stanford Social Innovation Review, July 20, 2021





### **Evolved our team guided by our core value to Advance Social Equity**

We built our capacity and became ever more globally-led in alignment with our core value to Advance Social Equity.

We hired our first Africa Region Director, Gabriel Ogunyemi based in Nigeria, dissolving a corresponding role previously based in the US. And, we hired a new VP of Finance, Vivek Rathi, who splits his time between India and the US. We also added new supply chain, HR, and finance leads in our market-countries, and promoted selected local managers to globalized roles.

We made progress toward our gender equity goals, particularly in India. We addressed structural and behavioral biases in recruitment, heightened security measures in outreach locations, upgraded washrooms in our supply chain center, and reported monthly on department compositions. As a result, the proportion of women on the India team increased from 16% in our baseline year (2019) to 29% at the end of 2021 (toward our goal of >40%). Two departments with traditionally male roles made marked progress. Vision Access Programs grew from 16% women to 27%, and our supply chain center grew from 6% to 25%.

Our enterprise-wide employee survey, with a high response rate of 89%, revealed strong “sustainable engagement” with a score well above benchmark at 94%. Feedback identified areas for improvement around pay and benefits and career advancement. Subsequently, we completed cross-country compensation benchmarking to serve as a basis for new job bands, and a review of compensation for gender bias, the results of which showed none.

Our HR team also selected, configured and rolled-out Paylocity, a global Human Resource Management System (HRMS). This gives all VisionSpring entities shared processes and tools for recruitment, performance management, and learning & development.

### **Gained new efficiencies and controls through Finance and IT**

On the finance front, we restructured our chart of accounts and profit and loss statement to give leaders greater visibility into the unit economics of each business and market, and make global consolidation of our financials far more efficient. The finance team also began migrating all VisionSpring entities into one SAP-based enterprise resource planning (ERP) system, completing 60% by year-

### **Welcoming New Team Members**



**Heather Ann Koehn**

Global Director,  
Marketing &  
Communications



**Gabriel Ogunyemi**

Director, Africa Region



**Vivek Rathi**

Global VP, Finance

end with the remainder to be finished by May 2022.

In addition to supporting finance with the SAP migration, our information technology colleagues shored up systems against cybersecurity threats, rolled-out Sharepoint to serve as our global knowledge sharing hub, and piloted our proprietary system for vision camp data collection, DigitEYES, with ten outreach teams.

# In The News

StanfordSOCIAL  
INNOVATIONReview

FINANCIAL EXPRESS  
Read to Lead

Entrepreneur

Forbes

Bangladesh Post

The Washington Post

## Articles, TV & Video

- “From Buy A Pair, Give A Pair To Buy A Pair, Protect A Health Worker: A Peek Into VisionSpring’s Covid-19 Pivot with Ella Gudwin,” *Forbes*, Jan.
- “Be Well: Leading with Purpose with Neil Blumenthal, Ursula Burns & Erika James” *The Washington Post*, Jan.
- “Pathway Back to Eyeglasses: Resuming Eye Screenings with COVID-19 Safety Protocols” *The Good Sight, Sustainability Frontrunners*, Jan.
- “Eye on the Future: Giving our Children a ‘Bright’ Future” *Financial Express*, Feb.
- “Twin Engines for Propelling Social Impact.” By Ann Mei Chang and Laura Lanzerotti, *Stanford Social Innovation Review*, Apr.
- “We’re Beating Systems Change to Death” by Kevin Starr, *Stanford Social Innovation Review*, Apr.
- “VisionSpring Raises \$1.5 Million for India COVID-19 Response,” *Entrepreneur India*, May.



- “VisionSpring to participate in the five-year ENGINE suite of trials,” *Bangladesh Post*, Jun.
- “Getting to Scale: Size Matters. Shape Matters More” by Kevin Starr, *Stanford Social Innovation Review*, Jul.
- “The Key to Finding Your Company’s Mission? It’s in Your ‘Also,’” *Entrepreneur*, Aug.
- “United Nations General Assembly Resolution On Vision: Eye Care For All By 2030” *Skoll Foundation blog*, Aug.
- “World Sight Day Advocates for ‘Love Your Eyes’ Theme,” *Ophthalmology Times*, Oct.
- VisionSpring Holds Eye Screening for Nsawam-Adoagyiri Residents, *Graphic Online*, Nov.

## Book

- VisionSpring leaders authored two chapters in *South-East Asia Eye Health: Systems, Practices and Challenges*, edited by Taraprasad Das and Patanjali Dev Nayar, published by Springer, Aug.

## Awards

- Gold Award for Corporate Social Responsibility (CSR), 10th Exceed CSR Awards hosted by the Sustainable Development Foundation, Oct.
- KelpHR PoSH Safe Workplaces Award, Dec.
- Best Practices for the Prevention of Sexual Harassment by the India CSR Network, Dec.
- VisionSpring India Recognized as Great Place to Work. Certified in Dec.

## Presentations

- Innovate for Impact with Engine 1/ Engine 2, webinar with Dr. Jordan Kassalow hosted by The Bridgespan Group, Jun.
- The link between vision and Sustainable Development Goal 8, with Ella Gudwin, hosted by United Nations (UN) Friends of Vision at the UN High Level Political Forum, Jul.
- Leaders Who Care interview with Ella Gudwin, hosted by 5th Element Group, Jul.
- Vision 2020 and India Vision Institute (IVI) panel with Anshu Taneja on how India will achieve a 40 percent increase in effective coverage of refractive error by 2030, 2nd IVI International Optometry Conference: Eye Health in a Changing World, Sep.
- WHO, UNICEF, WFP, and HCL Foundation panel with Anshu Taneja on Community managed COVID preparedness framework, hosted by Sphere India, Sep.
- Catalyst 2030 panel with Anshu Taneja on the how & why of social-corporate partnerships, Dec.



# 2021 Financial Summary

## FINANCIAL SUMMARY 2021

	REFORECAST BUDGET	ACTUAL	VARIANCE
<b>IMPACT</b>			
Corrective Units	1,023,000	1,088,299	-19%
COVID Response Units	2,248,000	2,557,727	14%
<b>Total Impact</b>	<b>3,590,311</b>	<b>3,646,026</b>	2%
<b>SUPPORT AND REVENUE</b>			
Contributions and Grants *	\$9,201,664	\$14,020,402	52%
Earned Income **	\$3,354,569	\$2,016,649	-40%
Investment and Other Income	\$61,176	\$47,037	-23%
<b>Total Support and Revenue</b>	<b>\$12,617,408</b>	<b>\$16,084,087</b>	27%
<b>EXPENSES</b>			
Cost of Goods	\$1,572,469	\$2,117,239	35%
Cost of Program Delivery	\$3,910,931	\$3,048,786	-22%
Operating Expenses	\$5,587,950	\$5,989,033	7%
<b>Total Expenses</b>	<b>\$11,071,351</b>	<b>\$11,155,058</b>	1%
<b>NET ASSETS</b>	<b>\$1,546,058</b>	<b>\$4,929,030</b>	219%

\*1 philanthropic grants, earned grant revenue (including CSR) contracts

\*2 eyeglasses and PPE sales revenue, and terms of service contracts



# 2021 Achievement Against **Objectives**





# 2021 Strategic Objectives Scorecard

\*Reflect original targets, rather than reforecast targets.

## Achievements

●	1	Build back vision outreach, particularly for working age adults, screening a total of 1.5M people and dispensing 440k glasses.	Screened 1.5M people and dispensed 439k prescription and reading glasses, 76% for working age adults.
●	2	Restart <i>See to Learn</i> programs for children, screening 60k students and supplying more than 100k children's glasses through our programs and those of partners.	47k children screened by VisionSpring. 63k children's glasses dispensed and sold through all channels.
●	3	Build back <i>See to be Safe</i> , screening 140k drivers and allied transportation workers and dispensing 34k glasses.	130k screened. 87k Rx and reading glasses dispensed.
●	4	Build back institutional sales of glasses to a total of 750k pairs, with 40-60% of sales in key markets.	650k eyeglasses, 46% in key markets.
★	5	Deliver 1.8M units of PPE and COVID supplies through pooled procurement, tapering down through the year.	2.5M units of PPE and COVID supplies. 1,262 oxygen concentrators.
●	6	Increase customer uptake of eyeglasses, with key initiatives focused on the Clear Vision Collective (CVC) in Sherpur, pharmacies, and outreach camps.	Developed marketing strategy CVC. Introduced new collateral for pharmacies. Piloted new pop-in glasses and guidelines.
●	7	Reduce the cost of procurement by ~10% and logistics cost by ~15% to improve margins and the cost-effectiveness of our supply chain operations.	Saved \$270k in facilities, procurement and donated freight. Saving off-set by 30% increase in pandemic-associated freight hikes.
●	8	Support geographic growth and drive accountability by redesigning the business operating framework, migrating all financial and sales operations into SAP, and implementing an enterprise-wide HRMS.	Redesigned finance and operating framework. SAP migration 60% completed. HRMS roll-out completed.
●	9	Evolve the organizational design, including regionalizing leadership, strengthening enterprise-wide support functions to key markets, and redefining job bands across the organization.	Completed matrixed management structure and cross-country compensation benchmarking. Job bands redesigned for 2022 implementation. Hired Director of Africa Region, VP of Finance. Added supply chain, HR, finance leads in markets.
★	10	Secure \$1M in CSR contracts/restricted grants in India and \$6.8M in philanthropic contributions through new and existing partnerships.	\$1.3 million secured in local grants and contracts (130%). \$8.4 million raised in philanthropic contributions (118%).
●	11	Develop a scaling strategy for the pharmacy model in Bangladesh and add up to 80 new pharmacies, including in Sabar and Gazipur to establish durable points of sale of reading glasses for factory workers associated with the Clear Vision Workplace program.	Onboarded 52 new pharmacies and refreshed 55 to a total of 200 in Bangladesh. Initiated replication in Ghana.
●	12	Roll out proprietary digital data system (DigitEYES) in India to enable real-time collection of customer records and monitor camp performance.	Completed software updates including prescription order push to Lens Lab. Piloted with 10 vision camp teams with live dashboard.
●	13	Build evidence of impact to support resource mobilization and substantiate the return on investment toward SDG1 by publishing THRIVE RCT on income, and launching PROSPER II and III RCTs on income and workplace retention.	THRIVE RCT manuscript submitted for peer review. PROSPER II/III delayed due to factory's COVID restrictions. Secured funding for two new RCTs: THRIFT and DRIVES.



# 2022 Objectives

1.

Expand high performing models to drive scale (factoring in COVID) and develop approaches for future pairs to sustain glasses coverage rates.

2.

Expand existing alliances and explore additional areas for collective action to dramatically increase people served with screenings and glasses.

3.

Increase employee engagement by focusing on diversity, inclusion and belonging, and professional development opportunities.

4.

Complete enterprise building infrastructure and a global matrix organizational structure as a foundation for exponential growth.

5.

Drive profitability in sales, improve productivity in services and continue to diversify revenue mix and sources.







**Countries of operation**

Bangladesh | Ghana | India | Kenya  
Nigeria | Uganda | Vietnam | Zambia

**Support office**

USA

[visionspring.org](https://visionspring.org)

**See well. Do well.**



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